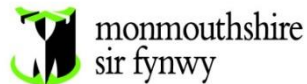


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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

Dydd Llun, 22 Mehefin 2026

Hysbysiad a gyfarfod

Pwyllgor Perfformiad a Throsolwg

**Dydd Mawrth, 30ain Mehefin, 2026, 10.00 am,
Neuadd y Sir, Y Rhadyr, Brynbuga, NP15 1GA**

Nodwch y cynhelir rhag gyfarfod 30 munud cyn dechrau'r cyfarfod ar gyfer aelodau'r pwyllgor

AGENDA

Item No	Item	Pages
1.	Ymddiheuriadau am Absenoldeb.	
2.	Datganiadau o Fuddiant	
3.	Fforwm Agored i'r Cyhoedd. Caiff cyfarfodydd ein Pwyllgorau Craffu eu ffrydio'n fyw a bydd dolen i'r ffrwd fyw ar gael ar dudalen cyfarfodydd gwefan Cyngor Sir Fynwy. Os hoffech siarad dan y Fforwm Agored i'r Cyhoedd mewn cyfarfod bydd angen i chi roi tri diwrnod gwaith o hysbysiad cyn y cyfarfod drwy gysylltu â Scrutiny@monmouthshire.gov.uk Y Cadeirydd fydd yn penderfynu faint o amser a roddir i bob aelod o'r cyhoedd i siarad, ond er mwyn ein galluogi i roi cyfle i nifer o siaradwyr gofynnwn nad yw cyfraniadau yn ddim hirach na 3 munud. Yn lle hynny, os hoffech gyflwyno sylwadau ysgrifenedig, sain neu fideo, cysylltwch â'r tîm yn defnyddio'r un cyfeiriad e-bost i drefnu hyn os gwelwch yn dda. Y dyddiad cau ar gyfer cyflwyno sylwadau i'r Cyngor yw 5 pm dri diwrnod gwaith clir cyn y cyfarfod. Os yw cyfanswm y sylwadau a geir yn fwy na 30 munud, caiff detholiad o'r rhain yn seiliedig ar thema ei rannu yn y cyfarfod. Bydd yr holl sylwadau geir ar gael i'r cynghorwyr cyn y cyfarfod. Os hoffech awgrymu pynciau ar gyfer craffu arnynt yn y dyfodol gan un o'n Pwyllgorau Craffu, gwnewch hynny drwy anfon e-bost at Scrutiny@monmouthshire.gov.uk os gwelwch yn dda.	

4.	Adroddiad Alldro Ariannol 2025/26 - Craffu ar y sefyllfa gyllidebol (refeniw a chyfalaf) ar gyfer gwasanaethau sy'n dod o fewn cylch gwaith y pwyllgor.	1 - 78
5.	Hunanasesiad - Craffu a chael y wybodaeth ddiweddaraf am berfformiad amcanion Cynllun Cymunedol a Chorfforaethol y Cyngor yn 2025/26 fel rhan o'r broses Hunanasesiad (adroddiad Hunanasesiad i ddilyn).	79 - 80
6.	BUSNES YCHWANEGOL: Asesiad Risg Strategol Craffu ar y trosolwg o'r risgiau strategol cyfredol sy'n wynebu'r awdurdod ac awgrymu unrhyw bynciau pellach i'w craffu.	81 - 110
7.	Blaengynllunydd Gwaith y Cyngor a'r Cabinet.	111 - 122
8.	Rhaglen Waith a Rhestr o Gamau Gweithredu'r Pwyllgor Craffu Perfformiad a Throsolwg.	123 - 130
9.	Cadarnhau cofnodion y cyfarfod blaenorol	131 - 142
10.	Cyfarfod Nesaf: 8fed Medi 2026 am 10.00am.	

Paul Matthews

Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL CYNGOR SIR FYNWY

MAE CYFANSODDIAD Y PWYLLGOR FEL A GANLYN:

County Councillor Jill Bond, West End;, Welsh Labour/Llafur Cymru
County Councillor Rachel Buckler, Devauden;, Welsh Conservative Party
County Councillor John Crook, Magor East with Undy;, Welsh Labour/Llafur Cymru
County Councillor Steven Garratt, Overmonnow;, Welsh Labour/Llafur Cymru
County Councillor Meirion Howells, Llanbadoc & Usk;, Independent
County Councillor Alistair Neill, Gobion Fawr;, Welsh Conservative Party
County Councillor Martin Newell, Town;, Welsh Conservative Party
County Councillor Paul Pavia, Mount Pleasant;, Welsh Conservative Party
County Councillor Peter Strong, Rogiet;, Welsh Labour/Llafur Cymru
Clare Werrett

Gwybodaeth I'r Cyhoedd

Gofynnir i chi nodi y bydd Cyngor Sir Fynwy yn ffilmio'r cyfarfod hwn ac y bydd ar gael i'w weld ar-lein ar ffurf fyw ac archif. Mae'n bosibl y gellid ffilmio ardaloedd lle mae'r cyhoedd yn eistedd a drwy fynd i mewn i'r Siambr rydych yn cydsynio i gael eich ffilmio a defnydd posibl y delweddau hynny a recordiad sain ar gyfer dibenion gwe-ddarlledu. Os ydych yn gwneud sylw i'r cyfarfod bernir eich bod wedi cydsynio i gael eich ffilmio.

Caiff recordiadau o'r cyfarfod eu cadw yn unol â pholisi'r Cyngor ar gadw data. Dim ond os yw'r Swyddog Monitro yn ystyried bod angen hynny oherwydd bod y cyfan neu ran o gynnwys y gwe-ddarllediad yn neu'n debygol o fod yn groes i unrhyw ddarpariaeth statudol neu athrawiaeth cyfraith gyffredin, er enghraifft deddfwriaeth Diogelu Data a Hawliau Dynol neu ddarpariaethau yn ymwneud â gwybodaeth gyfrinachol neu eithriedig, y caiff gwe-ddarllediadau neu rannau o we-ddarllediadau a archifwyd eu tynnu o wefan y Cyngor.

Mynediad i gopiâu papur o agendâu ac adroddiadau

Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

Edrych ar y cyfarfod ar-lein

Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i www.monmouthshire.gov.uk neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

Y Gymraeg Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

Caiff cyfarfodydd ein Pwyllgorau Craffu eu ffrydio'n fyw a bydd dolen i'r ffrwd fyw ar gael ar dudalen cyfarfodydd [gwefan](#) Cyngor Sir Fynwy.

Os hoffech siarad dan y Fforwm Agored i'r Cyhoedd mewn cyfarfod bydd angen i chi roi tri diwrnod gwaith o hysbysiad cyn y cyfarfod drwy gysylltu â
Scrutiny@monmouthshire.gov.uk

Y Cadeirydd fydd yn penderfynu faint o amser a roddir i bob aelod o'r cyhoedd i siarad, ond er mwyn ein galluogi i roi cyfle i nifer o siaradwyr gofynnwn nad yw cyfraniadau yn ddim hirach na 3 munud.

Yn lle hynny, os hoffech gyflwyno sylwadau ysgrifenedig, sain neu fideo, cysylltwch â'r tîm yn defnyddio'r un cyfeiriad e-bost i drefnu hyn os gwelwch yn dda. Y dyddiad cau ar gyfer cyflwyno sylwadau i'r Cyngor yw 5 pm dri diwrnod gwaith clir cyn y cyfarfod. Os yw cyfanswm y sylwadau a geir yn fwy na 30 munud, caiff detholiad o'r rhain yn seiliedig ar thema ei rannu yn y cyfarfod. Bydd yr holl sylwadau geir ar gael i'r cynghorwyr cyn y cyfarfod.

Nodau a Gwerthoedd Cyngor Sir Fynwy

i ddod yn sir ddi-garbon, gan gefnogi lles, iechyd ac urddas i bawb ar bob cam o'u bywydau.

Amcanion rydym yn gweithio tuag atynt

- Lle teg i fyw lle mae effeithiau anghydraddoldeb a thlodi wedi'u lleihau;
- Lle gwyrdd i fyw a gweithio gyda llai o allyriadau carbon a gwneud cyfraniad cadarnhaol at fynd i'r afael â'r argyfwng yn yr hinsawdd a natur;
- Lle ffyniannus ac uchelgeisiol, lle mae canol trefi bywiog a lle gall busnesau dyfu a datblygu;
- Lle diogel i fyw lle mae gan bobl gartref maen nhw'n teimlo'n ddiogel ynddo;
- Lle cysylltiedig lle mae pobl yn teimlo'n rhan o gymuned ac yn cael eu gwerthfawrogi;
- Lle dysgu lle mae pawb yn cael cyfle i gyrraedd eu potensial.

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.
- **Caredigrwydd** – Byddwn yn dangos caredigrwydd i bawb yr ydym yn gweithio gyda nhw, gan roi pwysigrwydd perthnasoedd a'r cysylltiadau sydd gennym â'n gilydd wrth wraidd pob rhyngweithio.

Canllaw Cwestiynau Craffu Sir Fynwy

1. Pam mae'r Pwyllgor yn craffu ar hyn? (cefndir, materion allweddol)
2. Beth yw rôl y Pwyllgor a pha ganlyniad mae'r Aelodau am ei gyflawni?
3. A oes digon o wybodaeth i gyflawni hyn? Os nad oes, pwy allai ddarparu hyn?
 - Cytuno ar y drefn holi a pha Aelodau fydd yn arwain
 - Cytuno ar gwestiynau i swyddogion a chwestiynau i Aelod y Cabinet

Cwestiynau'r Cyfarfod

<u><i>Craffu ar Berfformiad</i></u>	<u><i>Craffu ar Bolisi</i></u>
1. Sut mae perfformiad yn cymharu â'r blynyddoedd blaenorol? Ydy e'n well/yn waeth? Pam? 2. Sut mae perfformiad yn cymharu â chynghorau eraill/darparwyr gwasanaethau eraill? Ydy e'n well/yn waeth? Pam? 3. Sut mae perfformiad yn cymharu â thargedau gosodedig? Ydy e'n well/yn waeth? Pam? 4. Sut cafodd targedau perfformiad eu gosod? Ydyn nhw'n ddigon heriol/realistig? 5. Sut mae defnyddwyr gwasanaethau/y cyhoedd/partneriaid yn gweld perfformiad y gwasanaeth? 6. A fu unrhyw awdid ac archwiliadau diweddar? Beth oedd y canfyddiadau? 7. Sut mae'r gwasanaeth yn cyfrannu at wireddu amcanion corfforaethol? 8. A yw gwelliant/dirywiad mewn perfformiad yn gysylltiedig i gynnydd/ostyngiad mewn adnodd? Pa gapasiti sydd yna i wella?	1. Ar bwy mae'r polisi yn effeithio ~ yn uniongyrchol ac yn anuniongyrchol? Pwy fydd yn elwa fwyaf/leiaf? 2. Beth yw barn defnyddwyr gwasanaeth /rhanddeiliaid? Pa ymgynghoriad gafodd ei gyflawni? A wnaeth y broses ymgynghori gydymffurfio ag Egwyddorion Gunning? A yw rhanddeiliaid yn credu y bydd yn sicrhau'r canlyniad a ddymunir? 3. Beth yw barn y gymuned gyfan – safbwynt y 'trethdalwr'? 4. Pa ddulliau a ddefnyddiwyd i ymgynghori â'r rhanddeiliaid? A oedd y broses yn galluogi pawb â chyfran i ddweud eu dweud? 5. Pa ymarfer ac opsiynau sydd wedi eu hystyried wrth ddatblygu/adolygu'r polisi hwn? Pa dystiolaeth sydd i hysbysu beth sy'n gweithio? A yw'r polisi yn ymwneud â maes lle mae diffyg ymchwil cyhoeddedig neu dystiolaeth arall? 6. A yw'r polisi'n ymwneud â maes lle ceir anghydraddoldebau hysbys? 7. A yw'r polisi hwn yn cyd-fynd â'n hamcanion corfforaethol, fel y'u diffinnir yn ein cynllun corfforaethol? A yw'n cadw at ein Safonau Iaith Gymraeg? 8. A gafodd yr holl ddatblygu cynaliadwy, y goblygiadau cydraddoldeb a diogelu perthnasol eu hystyried?

	Er enghraifft, beth yw'r gweithdrefnau sydd angen bod ar waith i amddiffyn plant? 9. Faint fydd y gost hon i'w gweithredu a pha ffynhonnell ariannu sydd wedi'i nodi? 10. Sut fydd perfformiad y polisi yn cael ei weithredu a'r effaith yn cael ei gwerthuso?
--	---

Cwestiynau Cyffredinol:

Grymuso Cymunedau

- Sut ydym ni'n cynnwys cymunedau lleol a'u grymuso i ddylunio a darparu gwasanaethau i gyd-fynd ag angen lleol?
- A ydym ni'n cael trafodaethau rheolaidd gyda chymunedau am flaenoriaethau'r gwasanaeth a pha lefel o wasanaeth y gall y cyngor fforddio ei ddarparu yn y dyfodol?
- A yw'r gwasanaeth yn gweithio gyda dinasyddion i egluro rôl gwahanol bartneriaid wrth ddarparu gwasanaeth a rheoli disgwyliadau?
- A oes fframwaith a phroses gymesur ar waith ar gyfer asesu perfformiad ar y cyd, gan gynnwys o safbwynt dinesydd, ac a oes gennych chi drefniadau atebolrwydd i gefnogi hyn?
- A oes Asesiad Effaith Cydraddoldeb wedi'i gynnal? Os felly a all yr Arweinydd a'r Cabinet /Uwch Swyddogion roi copïau i'r Aelodau ac eglurhad manwl o'r Asesiad o'r Effaith ar Gydraddoldeb (EQIA) a gynhaliwyd mewn perthynas â'r cynigion hyn?
- A all yr Arweinydd a'r Cabinet/Uwch Swyddogion sicrhau aelodau bod y cynigion hyn yn cydymffurfio â deddfwriaeth Cydraddoldeb a Hawliau Dynol? A yw'r cynigion yn cydymffurfio â Chynllun Cydraddoldeb Strategol yr Awdurdod Lleol?

Galwadau'r Gwasanaeth

- Sut fydd newid polisi a deddfwriaeth yn effeithio ar y ffordd mae'r cyngor yn gweithredu?
- A ydym ni wedi ystyried demograffeg ein cyngor a sut bydd hyn yn effeithio ar ddarparu gwasanaethau a chyllid yn y dyfodol?
- A ydych chi wedi adnabod ac ystyried y tueddiadau tymor hir a allai effeithio ar eich maes gwasanaeth, pa effaith allai'r tueddiadau hyn ei chael ar eich gwasanaeth/allai eich gwasanaeth ei gael ar y tueddiadau hyn, a beth sy'n cael ei wneud mewn ymateb?

Cynllunio Ariannol

- A oes gennym ni gynlluniau ariannol canolig a hirdymor cadarn yn eu lle?
- A ydym ni'n cysylltu cyllidebau â chynlluniau a chanlyniadau ac adrodd yn effeithiol ar y rhain?

Gwneud arbedion a chynhyrchu incwm

- A oes gennym ni'r strwythurau cywir ar waith i sicrhau bod ein dulliau effeithlonrwydd, gwelliant a thrawsnewid yn gweithio gyda'i gilydd i sicrhau'r arbedion mwyaf posibl?
- Sut ydym ni'n gwneud y mwyaf o incwm? A ydym ni wedi cymharu polisïau eraill y cyngor

i sicrhau'r incwm mwyaf posibl ac wedi ystyried yn llawn y goblygiadau ar ddefnyddwyr gwasanaeth?

- A oes gennym ni gynllun gweithlu sy'n ystyried capasiti, costau, a sgiliau'r gweithlu gwirioneddol yn erbyn y gweithlu a ddymunir?

Cwestiynau i'w gofyn o fewn blwyddyn i'r penderfyniad:

- A gafodd canlyniadau arfaethedig y cynnig eu cyflawni neu a oedd canlyniadau eraill?
- A oedd yr effeithiau wedi'u cyfyngu i'r grŵp yr oeddech chi ar y dechrau yn meddwl fyddai wedi cael ei effeithio h.y. pobl hŷn, neu a gafodd eraill eu heffeithio e.e. pobl ag anableddau, rhieni â phlant ifanc?
- A yw'r penderfyniad yn dal i fod y penderfyniad cywir neu a oes angen gwneud addasiadau?

Cwestiynau i'r Pwyllgor ar ddiwedd y cyfarfod ...

A oes gennym ni'r wybodaeth angenrheidiol i ffurfio casgliadau/i wneud argymhellion i'r pwyllgor gwaith, cyngor, partneriaid eraill? Os nad oes, a oes angen i ni:

- (i) Ymchwilio i'r mater yn fwy manwl?
- (ii) Gael rhagor o wybodaeth gan dystion eraill - Aelod o'r Bwrdd Gweithredol, arbenigwr annibynnol, aelodau o'r gymuned, defnyddwyr gwasanaeth, cyrff rheoleiddio...

Cytuno ar gamau pellach sydd i'w cymryd o fewn amserlen/adroddiad monitro yn y dyfodol.

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SUBJECT: FINANCIAL UPDATE REPORT
MEETING: PERFORMANCE & OVERVIEW SCRUTINY COMMITTEE
DATE: 30th June 2026
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To provide Cabinet with information on the Authority's final financial results for the 2025/26 financial year in respect of the revenue budget, capital programme, and associated reserves position.
- 1.2 To update Cabinet on the early indicative progress against the 2026/27 revenue budget.

RECOMMENDATIONS TO PERFORMANCE AND OVERVIEW SCRUTINY COMMITTEE:

- i. That the Performance and Overview Scrutiny Committee scrutinise the results for the 2025/26 financial year in respect of the revenue budget, capital programme, and associated reserves position, and early indicative progress against the 2026/27 budget;
- ii. That the Committee as part of their role assesses whether effective budget monitoring is in place; the extent to which budgets are spent within the agreed budget and policy framework, including the reasonableness of the explanation for variances and; consider the achievement of progress in meeting budget savings targets.

2. RECOMMENDATIONS (to Cabinet):

That Cabinet *recognises*:

- 2.1 A final net revenue budget surplus of £1.068 million after transfers to earmarked reserves, which will be added to the Council Fund to ensure it is maintained at 5% of the Council's net expenditure budget. This represents a modest net surplus position after the majority of the gross in-year underspend has been applied to strengthen reserves and manage future financial risks.

- 2.2 As part of final outturn, £3.020 million of the gross revenue underspend will be transferred to earmarked reserves to strengthen the Council's financial resilience, improve capacity to manage future risks and volatility, and support planned investment in digital priorities, transformation activity and wider risk mitigation. This provides additional flexibility to support the Council's medium-term financial position and planned change priorities.
- 2.3 School reserve deficits increased by £2.788 million during the year, resulting in a cumulative year-end deficit of £6.880 million. This reduces the overall benefit of the positive year-end outturn and will continue to require close monitoring as part of the Council's wider financial resilience arrangements. Nineteen schools were in deficit at year-end, and all continue to operate with recovery plans agreed with the Local Authority.
- 2.4 The final outturn improved by £2.942 million since Financial Update 3, driven by late grant funding, stronger service outturns in some areas, and favourable treasury, financing and corporate movements.
- 2.5 While the year-end position is favourable, it was supported in part by one-off funding and corporate movements. Significant underlying pressure remains in demand-led and income-sensitive services, including children's social care, housing and homelessness, passenger transport, fleet, planning and building control, and Additional Learning Needs, which remain key risks for 2026/27.
- 2.6 Total capital expenditure for the year was £32.515 million, with a net underspend of £1.23 million, mainly reflecting lower vehicle replacement spend than budgeted, small timing differences on new grant-funded schemes, and additional grant funding reducing the call on core budgets.
- 2.7 Capital slippage requests total £45.22 million, including £1.88 million that will be re-purposed to create a capital contingency budget for 2026/27 to mitigate scheme risks or address emerging capital priorities.
- 2.8 There are early indications of cost pressures against the 2026/27 revenue budget, particularly within council tax collection, property, fleet and commercial property investment budgets. These will require close monitoring and prompt mitigation by services to help maintain a balanced outturn position during the year.
- 2.9 That Cabinet **approves:**
- The strategy to replenish reserves as outlined in Section 7, including the allocation of £3.020m to Earmarked reserves, and £1.068m to the Council Fund.

- The use of £3.55 million in capital receipts to fund eligible revenue expenditure under the Welsh Government’s “flexible use of capital receipts” direction (**Appendix 4**).
- The capital slippage requests of £45.22 million (**Appendix 2 - Section 4**), acknowledging the factors that delayed project delivery.
- The capital budget revisions detailed in **Appendix 7**, reflecting finalised external funding awards for the year.

KEY ISSUES

2025/26 revenue outturn headline position

The Council closed 2025/26 with a prudent and controlled outturn, delivering a modest net surplus after strengthening reserves:

- **£4.1 million gross revenue position** before transfers to earmarked reserves, supported in part by one-off grant funding, favourable treasury movements and corporate factors
- **£3.0 million transferred to earmarked reserves** to strengthen resilience, manage future risks and support planned change
- **£1.0 million net surplus** transferred to the Council Fund to maintain 5% reserve cover

- **The in-year improvement has enabled targeted reserve replenishment to support financial resilience and planned change.** The Council continues to manage service pressures in children’s social care, housing and homelessness, passenger transport, fleet, planning, building control and Additional Learning Needs.

Resilience strengthened, but key risks remain

- The outturn enables the replenishment of key reserves, including **Information and Communications Technology, Programme of Change** and **Risk Mitigation**, increasing resilience against future shocks and supporting planned investment in priority transformation and digital activity.

- **School balances continue to require close monitoring**, with deficits worsening by **£2.8 million** in-year to a cumulative year-end deficit of **£6.9 million**, reducing the overall benefit of the positive outturn.

Capital programme and delivery

- **Capital expenditure totalled £32.5 million**, with a modest net underspend driven mainly by vehicle replacement timing, grant timing differences and additional external funding reducing the call on core budgets
- **£45.2 million of capital slippage** is requested into 2026/27, reflecting the rephasing of a large multi-year programme rather than a loss of funding, alongside the creation of a **£1.9 million capital contingency** to manage emerging risks and priorities

Looking ahead to 2026/27

- Early 2026/27 pressures are indicated in **council tax collection, property services, fleet** and **commercial investment properties**. **School balances** also remain a key area for close monitoring, with recovery plans expected to take time to translate into an improved overall deficit position, while the wider economic and public spending outlook remains challenging.

Overall message

- The 2025/26 outturn is a **positive but prudent year-end position**: one-off improvement has been used to strengthen reserves and financial resilience, but it does **not remove the underlying structural pressures** or the need for continued close financial management through 2026/27 and beyond.

3 Context

3.1 The 2025/26 budget round reflected the sustained period of increased levels and complexity of demand within School ALN provision, and Adults and Children's social care, which were addressed through significant base budget increases.

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3.2 The budget set by Council in March also had to take account of a number of wider pressures that continued to affect the Council's operating environment:

- The wider socio-economic landscape and cost of living challenges that continue to have an impact on our communities, with a consequential increase in demand for Council services, and impact upon income generating services.
- The wider public sector challenges which impact upon Council services, notably within Health where efforts to improve patient pathways impact upon the level and complexity of demand for Social care.
- Headline inflation rates remaining above UK Government targets, with some discrete areas of Council services continuing to experience cost pressures on supplies and services.
- In continuing efforts to combat inflation, interest rates have remained higher for longer and above previous UK Government forecasts.

3.3 These factors increase demand for supportive Council services, place pressure on income-generating services, heighten risks around debt recovery, and contribute to a higher-cost operating environment.

4 Revenue budget outturn position

4.1 Full Council approved a total revenue expenditure budget of £236,778,000 for the 2025/26 financial year. This is inclusive of £28,352,000 of precepts or levies for Police, Fire, and Community Council services that are paid directly to these organisations. The Council's net controllable revenue budget spent on delivering Council services is therefore £208,426,000.

4.2 The final revenue budget outturn shows continued improvement against the revenue budget from earlier forecasts:

Financial Update	Over / (Under) Spend
1	£533,000
2	(£29,000)
3	(£1,146,000)
Final	(£4,088,000)

4.3 At outturn, a gross underspend of £4.088 million is reported before transfers to reserves, representing a 1.7% favourable variance against the total revenue budget. An improvement of £2.942 million since Financial Update 3.

Directorate	Budget £000's	Outturn £000's	Forecast Overspend / (Underspend) £000's	% Variance to budget
Social Care, Health & Safeguarding	78,198	76,073	(2,125)	-2.7%
Learning, Skills & Economy	72,698	73,070	372	0.5%
Infrastructure	21,251	20,956	(295)	-1.4%
Place & Community Wellbeing	5,638	5,030	(608)	-10.8%
People, Performance & Partnerships	6,324	6,242	(82)	-1.3%
Legal & Governance	3,088	3,143	55	1.8%
Resources	8,452	8,690	239	2.8%
Debt financing, reserves, precepts & levies, insurances	41,545	40,134	(1,411)	-3.4%
Expenditure to be financed	237,193	233,339	(3,855)	-1.6%
Financing	(237,193)	(237,427)	(233)	0.1%
Total	0	(4,088)	(4,088)	-1.7%

- 4.4 The majority of directorates improved by year-end, reflecting additional grant funding, active in-year budget management, service mitigations, favourable income performance in some areas, and lower costs in selected corporate budgets.
- 4.5 However, the improved overall position continues to mask significant underlying pressure in demand-led services, particularly children's social care, housing and homelessness, passenger transport, fleet, planning and building control, and Additional Learning Needs. It is also important to recognise that the final outturn was supported by a range of one-off factors, including unbudgeted grant funding and favourable corporate movements, which do not remove the ongoing financial risks for 2026/27.
- 4.6 The principal areas of variance across service budgets are summarised below. This section is intended to highlight the main drivers of the outturn position, with full service-level detail provided in **Appendix 2**.
- 4.7 **Adult Social Care** closed the year with a significant underspend, largely due to the full utilisation of additional external funding, including Pathways of Care Transformation funding, Social Care Workforce Sustainability funding and further late-year regional funding. This was alongside in-year management action and service mitigations. While the outturn is favourable, underlying demand, care market pressures and rising unsecured client debt remain important financial risks into 2026/27.
- 4.8 **Children's Social Care** remained under pressure during the year, although the service closed broadly within budget. Placement costs were mitigated through fostering and kinship arrangements, grant support for unaccompanied asylum-seeking children, and the continued delivery of planned savings. However, significant pressure remains from external legal costs and reduced grant support for family services, and the service remains exposed to any new high-cost demand entering the system.
- 4.9 **Housing Services** continued to report an overspend, reflecting the cost and complexity of providing temporary accommodation and the delayed opening of Severn View. Whilst bed and breakfast usage remains low, the service continues to face pressure from voids, repairs and maintenance, private leasing costs, reduced rental income and wider homelessness demand. A more detailed review of the budget position and mitigating action is being taken forward in 2026/27.
- 4.10 Within **Learning, Skills and Economy**, the main pressure related to Additional Learning Needs, particularly the Local Authority Individual Development Plan budget and the contingency budget, where demand for support has continued to increase. This was partly offset by lower spend on independent placements and some lower bespoke support costs later in the year. School reserve deficits also worsened during the year, underlining the continuing budget challenge within the school's sector.

- 4.11 Within both **Infrastructure, and Place & Community Wellbeing**, the overall position was mixed. Pressures remained in fleet maintenance, passenger transport, planning, building control and some homelessness-related budgets, reflecting demand growth, income shortfalls, reactive maintenance and operational disruption. These were more than offset by favourable positions in waste, highways, schools catering, decarbonisation, leisure, parking income and other income-generating services, resulting in underspends at overall directorate level.
- 4.12 Within **Resources**, the overall outturn reflected generally strong budget control across the directorate, with vacancy savings and restraint on non-essential expenditure helping to support the wider corporate recovery position. However, this was partly offset by a prudent year-end provision in relation to the Council's commercial investment portfolio, particularly Castlegate Business Park, together with a corresponding transfer to reserves to provide cover for future risks and pressures associated with commercial property investment.
- 4.13 A number of services reported favourable positions by year-end, notably within **Leisure and Wellbeing, Schools Catering, Decarbonisation**, parts of **Highways**, and several corporate budgets. These improvements were generally driven by stronger income performance, staffing savings, grant income and lower than anticipated costs, and they helped offset pressures elsewhere in the revenue budget.
- 4.14 A specific cost pressure during the year related to the increase in employers' National Insurance contributions. Although funding support was subsequently confirmed, this did not fully meet the additional cost in 2025/26 and therefore added to the financial challenge considered through the budget process.
- 4.15 Pay award pressures were also managed during the year. Whilst both NJC and teaching pay awards were above budget assumptions, the additional in-year financial support received meant that these pressures could be accommodated without further material deterioration in the outturn position.
- 4.16 Debt financing costs moved favourably during the year, reflecting higher average investment balances, stronger investment returns and lower than anticipated borrowing requirements for much of the year. However, this was partly offset by a weaker council tax income position than budgeted, due to increased discounts and exemptions, although the overall financing position still closed favourably because of the lower call on the Council Tax Reduction Scheme budget.
- 4.17 Eligible revenue expenditure of £3.55 million was supported through capital receipts under capitalisation direction. This continues to provide important short-term support to the revenue budget, although medium-term financial planning assumes a tapering down of this support over time.

- 4.18 As part of the approved revenue budget, services were required to bring forward and deliver savings totalling £10,701,000. At outturn 92.6% (£9,908,000) of these were achieved. Full details of progress against individual savings targets can be found at **Appendix 3** to this report.
- 4.19 **Storm Claudia** created additional in-year revenue costs of £543k across a range of services, reflecting the Council's response, recovery and reinstatement activity. These costs are included within the directorate positions reported in this section. The cost of repairing the damage sustained at the Council's owned assets at Osbaston Primary, Overmonnow family learning centre and Drybridge House will be fully covered by insurance.
- 4.20 A claim was submitted to Welsh Government under the Emergency Financial Assistance Scheme, and grant support of £88k has now been received. This funding is reflected within the corporate outturn position.
- 4.21 Separate support payments totalling £288k were made to households and businesses affected by the storm. These were fully funded by Welsh Government grant and therefore did not add pressure to the Council's revenue outturn.
- 4.22 The longer-term capital impact of Storm Claudia remains uncertain. However, £4.142m of Welsh Government flood recovery funding has been secured to support the repair of major landslip events caused by the storm, including sites at Llanthoney Valley, Forest Coal Pit and Cwmyoy. The full extent of longer-term damage across the Council's infrastructure assets will take time to assess, and this continuing uncertainty will need to be managed carefully within the wider capital programme.
- 4.23 **Robustness of budget forecasting during the year:**

Table 3: Budget forecasting at formal reporting periods

2025/26 Budget forecast in £000's	Total Over / (Under) Spend	Social care & Health	Learning, Skills & Economy	Infrastructure	Place & Community Wellbeing	Resources	People, Performance & Partnerships	Law & Governance	Other
Update 1	533	1,074	40	(61)	141	(95)	99	64	(729)
Update 2	(29)	149	169	(314)	(21)	(145)	48	69	16
Update 3	(1,146)	(477)	462	(473)	(83)	(151)	6	76	(506)

Final	(4,088)	(2,125)	372	(295)	(608)	239	(82)	55	(1,604)
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- 4.24 The most significant movements in forecasting during the year were within Social Care and Health, where the position improved from a £1.074 million overspend at Update 1 to a £2.125 million underspend at outturn, and within the 'Other' category, which contains corporate, treasury and financing budgets. Other directorates were comparatively more stable, although there were still notable changes within Learning, Skills and Economy, Place and Community Wellbeing, and Resources between reporting periods.
- 4.25 Forecasting remained challenging during the year because a number of the largest budget areas were affected by factors that were difficult to predict with precision and which changed late in the financial year. These included late notification and maximisation of grant funding, particularly within adult social care and corporate budgets; volatile demand-led pressures in services such as ALN, children's social care, housing and passenger transport; uncertainty around income levels in planning, building control, leisure and council tax; and the year-end effect of corporate adjustments and reserve movements.

School Balances

- 5.1 School balances deteriorated further during 2025/26. Collective school balances stood at a deficit of £4.092 million at the start of the year, and schools drew down a further £2.788 million by outturn, resulting in a cumulative deficit balance of £6.880 million being carried forward into 2026/27. While this is a worsening position, it is not unexpected in all cases, as some schools are implementing planned structural changes, particularly to staffing, that can take time to deliver and may initially deepen deficits before recovery is achieved.
- 5.2 The number of schools in deficit increased from 15 at the start of the year to 19 at outturn. This position worsened through the year, with 18 schools forecast to be in deficit at each of Updates 1 to 3 before a further school moved into deficit at year end. The year-end movement therefore reflects both continuing underlying financial pressure and the fact that some recovery strategies require changes that do not generate an immediate in-year benefit.
- 5.3 The overall deficit position remains concentrated in a relatively small number of settings, with the largest pressures sitting within secondary-age provision and the pupil referral service. Year-end balances also show that deficits are not confined to one part of the sector, with a mixed position across school phases and a number of primary schools also carrying deficit balances. All schools in deficit have agreed recovery plans with the Local Authority, and those plans continue to be subject to regular monitoring, support and challenge. For 2026/27, schools have been asked to set budgets that reflect a realistic path to recovery over time, recognising that this will not be achievable in a single year in all cases.

- 5.4 Underlying pressures continue to reflect the lasting impact of the pandemic on attendance, behaviour and increased Additional Learning Needs, alongside wider pay and cost pressures. These factors have increased the staffing and specialist support required within schools and continue to place strain on budget recovery. This is not unique to Monmouthshire and reflects a broader challenge facing school funding and financial resilience across Wales. The Authority will continue to work closely with schools to support sustainable medium-term recovery plans and to engage constructively at a national level on the longer-term funding issues affecting the sector.

Table 4: Movement in Schools balances

School balances by setting Deficit / (Surplus)	1st April 2025	Draw upon reserves	31st March 2026
	£000's	£000's	£000's
Comprehensive schools	1,366	305	1,671
3-19 / Middle	1,386	855	2,241
Primary schools	(306)	461	155
Pupil Referral Service	1,645	1,167	2,813
Total	4,092	2,788	6,880

- 5.5 **Appendix 2** provides the detailed explanation of the reasons for service variances to budget, the full movement in school balances, and details of progress against the Authority's capital programme during the year.

6 Reserves

- 6.1 The level of the Council Fund reserve stood at £10.89 million at the start of 2025/26, excluding delegated school balances. This represented 5% cover as a proportion of the Council's 2025/26 net revenue budget and was in line with the approved Medium Term Financial Strategy. Following the 2025/26 outturn, £1.068 million of the remaining net surplus will be transferred to the Council Fund so that this core reserve is maintained at 5% of the Council's net revenue budget for 2026/27.
- 6.2 Alongside the transfer to the Council Fund, the outturn position also enables the replenishment of key earmarked reserves. As set out in paragraph 6.3, this includes proposed transfers of £267,000 to the Information and Communications Technology Reserve, £253,000 to

the Programme of Change Reserve and £2.5 million to the Risk Mitigation Reserve. These transfers strengthen the Council's overall resilience against future financial risks and volatility, while also increasing capacity to invest strategically in priority service areas through digital investment, transformation activity and other planned change programmes.

6.3 Proposed reserves rationalisation and replenishment:

	£000's	
Gross revenue budget surplus	-4,088	
Transfer to ICT Reserve	267	To replenish the reserve to support essential technology investment, and other priority digital investment.
Transfer to Programme of Change Reserve	253	To increase capacity within the reserve to support planned transformation activity and invest-to-save work.
Transfer to Risk mitigation reserve	2,500	To strengthen the Council's resilience against future financial risks, volatility and unforeseen pressures.
Net revenue budget surplus	-1,068	
Transfer to Council fund	1,068	To maintain 5% cover of 2026/27 revenue budget
Final balance	0	

6.4 Based upon the above reserve movements and when taking into account the most up to date financial modelling, the forward projection of reserve balances is shown below:

Table 6: Reserves projection based on 2025/26 outturn and the latest financial modelling

31st March	2025	2026	2027	2028	2029	2030
	£000's	£000's	£000's	£000's	£000's	£000's
Council Fund	10,885	11,953	12,849	13,813	14,849	15,963
School Balances	-4,092	-6,880	-6,880	-6,880	-6,880	-6,880
Earmarked Investment Reserves	3,048	3,450	1,976	1,707	1,536	1,433
Earmarked Risk Reserves	2,640	5,207	5,119	5,031	4,943	4,854
Earmarked Partnership Reserves	1,912	1,564	1,414	1,289	1,339	1,389
Service Reserves	2,191	5,288	5,320	5,778	6,263	6,776
Total useable revenue reserves	16,584	20,581	19,798	20,738	22,050	23,536

6.5 A detailed breakdown of useable revenue reserves is shown at **Appendix 6**.

7 **Capital budget**

7.1 Capital expenditure totalled £32.515 million for the year, with a net under spend of £1.23 million reported.

7.2 This mainly reflects lower vehicle replacement spend than budgeted, a small underspend on new grant-funded schemes where funding could not be fully applied within the year, additional grant funding reducing the call on core budgets, and smaller underspends within the infrastructure and property maintenance programmes.

7.3 After allowing for capital financing adjustments, £1.867 million of budget is available to be repurposed to create a capital contingency budget for 2026/27 to mitigate scheme risks or address emerging capital priorities.

7.4 **Capital slippage – Appendix 2 (Section 4)** details capital schemes requiring slippage into next financial year.

7.5 By their nature, capital schemes are often delivered over more than one financial year, and some reprofiling is expected as project timelines respond to changes in scope, procurement, delivery sequencing and external dependencies. In total, 79 schemes are requesting slippage into 2026/27, amounting to £45.21 million. This represents just over half of the total capital budget for the year.

7.6 A high-level summary of the principal reasons for slippage is set out below by scheme classification.

Scheme name	Slippage £000's	Comment
Infrastructure schemes	4,821	Slippage mainly reflects the rephasing of larger highways, bridge, public rights of way and wider infrastructure works into 2026/27 and beyond, where delivery timescales have moved because of ongoing design and investigation work, grant timing, supply chain and resource constraints, weather-related disruption, and the need to align works with wider programme activity and procurement sequencing.

Development schemes	8,213	Slippage mainly reflects the rephasing of larger multi-year development schemes where delivery has moved because of revised regional programme timescales, dependency on external approvals, site and property identification issues, feasibility and design work taking longer than planned, and capacity constraints affecting project mobilisation.
Schools & Education	5,269	Slippage mainly reflects the profiling of major school projects across multiple years, with some schemes still progressing through final delivery stages, summer completion programmes, grant timing differences and the need to align spend with construction and implementation milestones.
Insurance schemes	4,987	Slippage reflects the timing of major insured reinstatement works, where claims are underway but the main contract works are scheduled into 2026/27 in line with insurers' programme and delivery timescales.
ICT Schemes	274	Slippage mainly reflects rephasing of technology replacement and system projects where delivery is dependent on external partners, decommissioning or final development work, and where some budgets are being carried forward to support the next phase of implementation.
Budget contingency	1,867	This budget reflects released capital resources that are proposed to be carried forward into 2026/27 as a contingency to help manage emerging scheme pressures, delivery risks and new priorities arising during the year.
Property Maintenance	1,353	Slippage mainly reflects the timing of planned maintenance works across the property estate, with some schemes carried forward to meet the forward programme of works and to align delivery with operational access, contractor availability and wider property priorities.
Renovation Grants	601	Slippage mainly reflects lower than planned take-up and delivery of grant-funded works within the year, driven by contractor capacity, staffing support constraints and late funding timing, with budgets carried forward to meet committed demand in 2026/27.
Section 106	1,322	Slippage reflects the need to carry forward unspent developer contributions where approved schemes were not fully delivered within the year, so that committed works can be completed in 2026/27 in line with the relevant funding conditions.

Specific Grant Funded	16,275	Slippage mainly reflects grant-funded schemes where expenditure has moved into 2026/27 because of delivery rephasing, scheme timing changes, dependency on external approvals or commissioning, and the need to match spend to grant conditions and implementation milestones.
Capitalisation Directive	223	Final qualifying revenue expenditure was slightly lower than budget and will be carried forward to support the 2026/27 programme.
Total	45,218	

- 7.7 The capital programme continued to be affected by both internal and external delivery constraints during 2025/26. These included limited internal capacity, challenges in securing external professional support, some supply chain disruption, and the practical difficulties of managing in-year grant allocations that carry specific conditions around eligible expenditure and compressed delivery timescales. Over time, such factors may give rise to additional financial consequences, particularly through inflationary pressures and the implications for capital financing.
- 7.8 **Capital budget revisions** – During the financial year, the Council received a number of new grants and external contributions to support capital investment that were not included in the original approved capital budget. In addition, a number of existing grant-funded budgets have required adjustment as final allocations and delivery timescales have been confirmed. **Appendix 7** sets out the proposed revisions requiring Cabinet approval in accordance with the Council’s financial procedures.
- 7.9 **Capital receipts** – The table below sets out the capital receipts available to support future capital commitments. The current balance of banked capital receipts is fully committed, leaving limited flexibility to support additional capital investment. This also means that the use of capital receipts to support the revenue budget through the capitalisation direction is expected to taper to zero over the medium term.
- 7.10 A significant capital receipt of £2.5 million was received in December 2025 in relation to the sale of the site of the former Mounton House School, Pwllmeryric, Chepstow.

Table 5: Capital receipts balances

Capital receipt balances	2025/26	2026/27	2027/28	2028/29	2029/30
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	£000's	£000's	£000's	£000's	£000's
Balance as at 1st April	6,083	4,540	3,291	2,336	1,680
Capital receipts used for financing	(606)	(595)	(50)	(50)	(50)
Capital receipts used to support capitalisation direction	(3,547)	(2,931)	(1,708)	(708)	0
Capital receipts to meet redundancy costs	0	0	0	0	0
Capital receipts Received	2,610	0	0	0	0
Capital receipts Forecast	0	2,278	803	103	103
Forecast Balance as at 31st March	4,540	3,291	2,336	1,680	1,733

8 2026/27 revenue budget – early update

8.1 Budget Context

8.2 The Council entered 2026/27 facing a continued challenging financial environment. The cost of delivering services remained under pressure from inflation, pay growth, higher interest rates, supply chain issues, and continued volatility in service demand, particularly within social care, education and housing. Wider cost of living pressures also continue to affect residents and, in turn, demand for Council services and the performance of some income-generating budgets. More broadly, the wider economic backdrop remains uncertain, with global instability and domestic economic pressures continuing to influence inflation, interest rates and the outlook for public finances. Against that backdrop, constructive engagement on the future local government funding position will remain important to help ensure that future settlements properly reflect the level of demand and cost pressures facing councils.

8.3 Cabinet's draft budget proposals for 2026/27 were built around estimated cost increases of £16.8 million, equivalent to around 8% of the Council's budget. These proposals prioritised the protection of frontline services and targeted additional investment in key areas, including social care, education, Additional Learning Needs, preventative services, highways resilience and support for vulnerable residents.

8.4 The final 2026/27 budget was balanced through a combination of increased Welsh Government funding, Council Tax, service efficiencies, reform and income measures. The final Welsh Government settlement provided an increase of 4.4% for Monmouthshire, equivalent to around £6.15 million, with only a minor technical adjustment at final stage. Alongside this, the final budget includes £3.5 million of service efficiencies and reforms, a 5.95% increase in County Council Tax, and continuation of the Council Tax Reduction Scheme to protect those on lower incomes.

- 8.5 The approved budget for 2026/27 continues to prioritise investment in frontline services. This includes further investment in school budgets, preventative children's services, social care, Additional Learning Needs, Welsh-medium education, infrastructure maintenance, and services that support community wellbeing and resilience. Core resident services such as waste collections, leisure centres, recycling centres, libraries and community hubs have been maintained. Following consultation feedback, the final budget also included additional capital investment, phased over three years, to further address potholes and improve the condition of the County's road network.
- 8.6 While the 2026/27 budget has been set on a balanced basis, the medium-term outlook remains very challenging. Significant financial risks remain around service demand, pay awards, specific grant funding, school reserve deficits, income collection, debt recovery and wider economic conditions. The national fiscal outlook also points to a tightening in public spending over the following two years, which is likely to make future funding settlements more difficult across local government. The Council therefore enters 2026/27 with a balanced budget, but one that still requires continued close financial management, delivery of approved savings and reform plans, and ongoing monitoring of the wider operating environment.

8.7 **Early indications**

- 8.8 The main early variances identified by services relate to a small number of areas. These include pressure on **council tax collection**, reflecting the same issues seen in 2025/26 around higher levels of discounts and exemptions; pressure within **property services**, due to increased maintenance costs and business rates within office accommodation together with a shortfall in external fee income, albeit partly offset at this stage by vacancies that are expected to be filled; pressure within **fleet**, driven by increased costs of vehicle hire, maintenance, and fuel; and pressure within **commercial investment properties**, where vacant units are resulting in the Council having to meet utilities and other holding costs.
- 8.9 **School balances** remain a significant near-term risk. Although recovery plans are in place, there is a realistic prospect that the overall deficit position could deteriorate further before it begins to improve. This reflects the timing lag in delivering staffing and structural changes, continuing pressures from pupil numbers, attendance, behaviour and Additional Learning Needs, and the fact that some schools will need to invest management capacity and take difficult decisions before savings are fully realised. The key financial objective is therefore not simply immediate deficit reduction, but to ensure that recovery plans are credible, actively monitored and capable of moving schools onto a sustainable path over the medium term.
- 8.10 Close monitoring and prompt mitigation will be essential to maintain financial stability throughout the remainder of the year.

8.11 Remaining budgetary risks for 2026/27

- 8.12 Alongside the above early indications, there remain key specific budgetary risks that have the ability to further impact upon the revenue budget during 2026/27. These sit within a broader backdrop of economic uncertainty, continued volatility in inflation and interest rates, and a more constrained outlook for public spending over the medium term, all of which may influence the level of future funding available to local government.

Increasing service demand	Volatile demand in social care, education and housing could create material in-year pressure.
Funding	Late or adverse grant decisions could leave unfunded cost pressure.
Annually allocated grant funding	Unconfirmed annual grants create service, staffing and delivery risk.
Service reforms	Savings and reform delivery must land early to secure full-year benefit.
Pay awards	National pay settlements remain uncertain and could exceed budget assumptions.
School reserve deficits	School deficits remain a resilience risk and recovery will take time.
Income and Debt recovery	Income collection remains exposed to household affordability and weaker recovery rates.
Economic factors	Inflation, interest rates and wider economic shocks could increase costs quickly.
Labour market	Workforce shortages may increase staffing and commissioning costs.

9 RESOURCE IMPLICATIONS:

- 9.1 The report sets out the resource implications arising from revenue and capital budget activity during the year. There are no additional resource implications arising directly from the recommendations in this report.

10 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

- 10.1 This report provides Members with information on the Authority's revenue and capital outturn position and does not, in itself, give rise to any direct equality or future generations implications.

CONSULTEES:

Senior Leadership Team
Performance & Overview Scrutiny Committee
Cabinet Members

BACKGROUND PAPERS:

Appendix 1 – Summary revenue budget service variances
Appendix 2 – Revenue and capital outturn report including school budgets
Appendix 3 – Performance against budgeted savings
Appendix 4 – Capitalisation directive schedule
Appendix 5 – Movement in individual school balances
Appendix 6 – Projected useable revenue reserves
Appendix 7 – Capital budget revisions requiring Cabinet approval

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Appendix 1 – Summary of service variances

Directorate	Over / (Under) Spend (£,000s)	% Variance to budget	Over spend	Under spend
Social Care, Health & Safeguarding	(2,125)	-2.7%	Children's services £148k – external legal costs, reduced family support grant and continuing demand pressures.	Adult services £2,617k – additional external funding, including Pathways of Care Transformation, Social Care Workforce Sustainability and late-year regional funding, alongside management action.
			Housing & Homelessness £465k – temporary accommodation, voids, repairs and maintenance, private leasing costs, delayed opening of Severn View and reduced rental income.	Support / Public Protection £122k – staffing savings, grant offset and small favourable service variances.
Learning, Skills & Economy	372	0.5%	Standards / ALN £307k – pressure on LA IDP and Contingency Pot 2 budgets, plus pressures in Early Years, Breakfast Clubs and staffing.	Economy, Employment & Skills £129k – additional income.
			School support / central budgets £216k – Increased business rates, lower photovoltaic recharge income, teacher pension costs and smaller staffing pressures.	Individual Schools Budget £23k – lower centrally held rates costs partly offset by additional year-end pressures.
Infrastructure	(295)	-1.4%	Facilities & Fleet £411k – fleet maintenance pressures from hire, repairs, fuel and software; passenger transport pressures from demand and contract costs.	Neighbourhood Services £281k – favourable positions in waste, highways and related services.
				Catering & Decarbonisation £426k – schools catering, decarbonisation and other favourable service variances.
Place & Community Wellbeing	(608)	-10.8%	Planning / car parks £252k – income shortfalls and related pressures.	Leisure & Wellbeing £715k – improved income and favourable leisure activity.
				Countryside / other services £145k – staffing savings and grant-supported income.
People, Performance and Partnerships	(82)	-1.3%	Chief Executive's Office £25k – staffing and income pressures in communications, procurement and programme assurance.	People / Policy / Customer £107k – staffing savings and lower non-pay costs.
Law & Governance	55	1.8%	Democratic Services £32k – staffing and election/by-election related costs.	None of note
Resources	239	2.8%	Commercial, Corporate & Landlord Services £361k – commercial property and landlord service pressures, including vacant unit costs.	Finance £90k – staffing savings, grant income and systems-related underspends.

Directorate	Over / (Under) Spend (£,000s)	% Variance to budget	Over spend	Under spend
				ICT / Corporate H&S £32k – vacancy savings and reduced supplies and services.
Corporate costs & levies	(793)	-2.7%	Coroner service / non-distributed costs £57k – levy increase and minor corporate cost pressure.	Strategic initiatives / corporate £850k – late Welsh Government support, corporate adjustments and lower than expected levies.
Debt financing, Council tax, reserves, insurances	(852)	-0.4%	Council tax £345k – higher discounts and exemptions than budgeted.	Treasury / financing / CTRS £1,197k – stronger investment returns, lower borrowing requirement and lower call on the Council Tax Reduction Scheme.
Year-end surplus	(4,088)	-1.7%		

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Appendix 2 – 2025/26 Budget outturn report

Section 1	Revenue budget position at Outturn
Section 2	Detailed service commentary on Outturn
Section 3	School balances at Outturn
Section 4	Capital budget position at Outturn

Section 1 - Overall Revenue Position

Table 1: 2025/26 Revenue budget outturn summary statement

Service Area	Original Budget 2025/26	Budget Adjustments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ Update 3	Variance
	'000's	'000's	'000's	'000's	'000's	'000's	'000's
Social Care & Health	77,916	282	78,198	76,073	(2,125)	(477)	(1,648)
Learning, Skills & Economy	73,030	(333)	72,698	73,070	372	462	(90)
Infrastructure & Place	21,442	(192)	21,250	20,955	(295)	(473)	178
Place & Community Wellbeing	6,009	(371)	5,638	5,030	(608)	(83)	(525)
People, Performance & Partnership	6,317	8	6,324	6,242	(82)	6	(88)
Law & Governance	3,050	38	3,088	3,143	55	76	(21)
Resources	9,083	(631)	8,452	8,690	239	(151)	390
Corporate Costs & Levies	29,147	195	29,342	28,550	(793)	516	(1,309)
Net Cost of Services	225,994	(1,004)	224,991	221,754	(3,236)	(123)	(3,114)
Appropriations	10,784	1,419	12,203	11,584	(619)	(43)	(575)
Expenditure to be Financed	236,779	415	237,193	233,338	(3,855)	(166)	(3,689)

Financing	(236,778)	(415)	(237,193)	(237,427)	(233)	(980)	747
Net General Fund (Surplus) / Deficit	0	0	(0)	(4,088)	(4,088)	(1,146)	(2,942)

Table 2: 2025/26 Revenue budget outturn detailed statement

Service Area	Original Budget 2025/26	Budget Adjust- ments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ Update 3	Variance
	'000's	'000's	'000's	'000's	'000's	'000's	'000's
Adult Services	47,536	285	47,821	45,205	(2,617)	(861)	(1,755)
Children Services	24,105	202	24,307	24,455	148	2	146
Housing & Homelessness	2,512	208	2,720	3,185	465	502	(37)
Public Protection	1,886	45	1,932	1,898	(34)	2	(36)
SCH Support	1,877	(459)	1,418	1,330	(88)	(121)	33
Social Care & Health	77,916	282	78,198	76,073	(2,125)	(477)	(1,648)
Economy, Employment & Skills	853	(48)	805	676	(129)	7	(136)
Emergency Planning	178	6	184	201	17	17	1
Individual Schools Budget	58,790	6	58,796	58,885	89	(126)	215
Resources	1,217	1	1,218	1,305	87	113	(25)
Standards	11,992	(297)	11,695	12,002	307	451	(144)
Learning, Skills & Economy	73,030	(333)	72,698	73,070	372	462	(90)
Infrastructure Management	559	(213)	345	344	(2)	(13)	11

Facilities & Fleet Management	11,739	558	12,297	12,709	412	158	254
Neighbourhood Services	8,668	(641)	8,027	7,746	(281)	(107)	(175)
Catering & Decarbonisation	476	105	581	157	(424)	(511)	87
Infrastructure & Place	21,442	(192)	21,250	20,955	(295)	(473)	178
Culture and Community Learning	943	(95)	849	849	1	18	(17)
Countryside, Destination and Environment	1,149	(60)	1,088	1,070	(18)	(61)	43
Leisure and Wellbeing	1,764	(144)	1,619	904	(715)	(200)	(515)
Performance, Finance and Resources	1,639	169	1,808	1,681	(127)	(174)	46
Placemaking and Car Parking	515	(241)	274	526	252	333	(81)
Place and Community Wellbeing	6,009	(371)	5,638	5,030	(608)	(83)	(525)
Chief Executives Office	2,917	(68)	2,850	2,874	25	35	(10)
People	1,934	(10)	1,924	1,876	(48)	(30)	(18)
Policy, Scrutiny & Customer Service	1,466	85	1,551	1,492	(59)	1	(60)
People, Performance & Partnership	6,317	8	6,324	6,242	(82)	6	(88)
Democratic Services	1,957	38	1,995	2,026	32	28	3
Legal and Land Charges	1,093	0	1,093	1,117	23	48	(25)
Law & Governance	3,050	38	3,088	3,143	55	76	(21)
Commercial, Corporate & landlord Services	2,133	(461)	1,672	2,033	361	(118)	479
Corporate Health & Safety	163	0	163	160	(3)	0	(3)
Finance	3,791	(243)	3,547	3,457	(90)	(11)	(79)

Information Communication Technology	2,996	73	3,069	3,040	(29)	(21)	(7)
Resources	9,083	(631)	8,452	8,690	239	(151)	390
Precepts & Levies	28,699	0	28,699	28,666	(33)	(33)	(1)
Coroner's	278	0	278	318	40	40	0
Archives	228	0	228	228	0	0	0
Corporate Management	452	0	452	247	(205)	(62)	(143)
Non Distributed Costs (NDC)	387	(88)	299	316	17	0	17
Strategic Initiatives	(2,820)	351	(2,470)	(3,081)	(611)	571	(1,182)
Insurance	1,923	(67)	1,856	1,856	(0)	0	(0)
Corporate Costs & Levies	29,147	195	29,342	28,550	(792)	516	(1,309)
Net Cost of Services	225,994	(1,004)	224,990	221,754	(3,236)	(123)	(3,114)
Interest & Investment Income	(788)	0	(788)	(1,326)	(538)	(410)	(128)
Interest Payable & Similar Charges	7,624	0	7,624	7,778	155	135	19
Charges Required under Regulation	6,158	0	6,158	6,016	(143)	(144)	2
Other Investment Income	0	0	0	(5)	(5)	(2)	(3)
Attributable Costs - Fixed Asset Disposal	0	0	0	15	15	0	15
Borrowing Cost Recoupment	(3,918)	0	(3,918)	(4,020)	(102)	(102)	(0)
Capital Expenditure Financing	0	326	326	326	0	0	0

Contributions to/from Reserves	1,708	1,093	2,801	2,801	0	480	(480)
Appropriations	10,784	1,419	12,203	11,584	(619)	(43)	(575)
Expenditure to be Financed	236,779	415	237,193	233,338	(3,855)	(166)	(3,689)
General Government Grants	(100,637)	0	(100,637)	(100,637)	0	0	0
Non Domestic Rates	(34,612)	0	(34,612)	(34,612)	0	0	0
Council tax	(110,596)	(415)	(111,011)	(110,666)	345	(480)	825
Council Tax Benefit Support	9,066	0	9,066	8,488	(578)	(500)	(78)
Financing	(236,778)	(415)	(237,193)	(237,427)	(233)	(980)	747
Net General Fund (Surplus) / Deficit	0	0	0	(4,088)	(4,088)	(1,146)	(2,942)

Section 2 - Directorate – Service Variance Comments

SOCIAL CARE, HEALTH & SAFEGUARDING DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	1,074	149	(477)	(2,125)

CHIEF OFFICER COMMENTARY

The directorate is reporting an underspend of £2.125M showing an improvement of £1.648M since the last reported forecast.

The main area of fluctuation has been in Adult services. The main theme has been the provision and maximisation of external/grant funding to offset either core costs or alleviate demand increase in care provision.

A large contribution has been the full utilisation of the £914K Pathways of Care Transformation grant (hospital discharge) which has helped support the costs of care and service provision within adult services. The service also largely benefits from the continuation of the £1.1M Social Care Workforce Sustainability grant, for which we were also provided with an additional £52K in March.

During the latter part of the year, we were also refunded for our element of the Regional Integration Fund that was removed at the beginning of the year, plus an additional allocation for our share of the regional underspend. Maximising this opportunity also further benefitted the outturn position within adults.

In terms of the directorate savings target when this year's budget was set, if Housing is excluded, this has been met in full and has been exceeded slightly by £65K due to adult review savings pushing past its target. Once Housing's savings are considered, the directorate fell short of its savings target as Housing did not meet its target by £135K due to the delayed opening of Severn View .

Debt, due to clients not paying their adult assessed care charges, increased during the last quarter by £400K closing at £2.8M. This is due to the need to fund placements where clients have lost capacity to manage their finances, but a deputy is not yet appointed. Because of the risks this represents the cost is added to unsecured debt. Once a deputy has been appointed, the finances can be means tested and any associated charges can be reviewed, and eligibility to funding can be determined.

Housing is a new addition into this directorate and shows a £465K overspend at outturn. As we move into 2026/27, we will further gain insight into the causing effects and what can be introduced to tackle this position.

Children's, and other remaining divisions, have seen their outturn positions broadly remain within that reported at update 3, which is pleasing to note.

ADULT SERVICES

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
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Deficit / (Surplus) £'000s	201	(326)	(861)	(2,617)
This division closed the year with a £2.6M underspend. It is a complicated picture across the service with a number of over and underspends against different service areas, reflecting both changing patterns of demand, the allocation of grants part way through the year, and the on-going impact of service re-organisation. The main contributing factor to the improved underspend has been the maximisation of external/grant funding afforded to adults, such as the allocation of £914K via the Pathways of Care Transformation Grant, and through ensuring full spend against the Regional Integration Fund revenue grant. The pathways of care transformation grant were allocated part way through the year. Recruitment against the grant is on-going and is now fully committed against spend into the next financial year. We also benefit from the continuation of the £1.1M Social Care Workforce Sustainability grant, which we had an additional £52K awarded in the last month of the financial year. Savings are also being made against the internal care at home staffing salary with increasing amounts of care being commissioned through external providers. Although there are challenges in recruiting to in-house carers, the service is seeking to increase the number of carers employed into our in-house reablement services. This is in line with our service transformation plan to expand reablement so that more people have the opportunity to maximise their independence. This represents cost avoidance for the Local Authority as we continue to reduce the number of people who do not need care and support at the end of a period of reablement. The main pressure includes the full year effect of care provision and adult placements made at the end of the previous financial year and the ongoing rise in residential placements. There have been an additional 10 external residential placements during the year [this does not include our own in house provision of Severn View Park]. At the end of the year there are a total of 369 residential placements demonstrating the on-going increased demand throughout the year. This is in keeping with the aging demographic of the county together with the complexity of needs experienced by our older residents. Residential placements for people living with later stage dementia are generating a particular budgetary pressure. During the year the service has continued to achieve its target of reviewing cases and has validated the outcomes from the reviews that have already taken place, yielded savings of £315K meaning that the service has exceeded its saving target by £65K. We are still experiencing difficulties in progressing CHC cases for younger people with mental health and learning disabilities that is impacting on our ability to move eligible adults into health service budgets. This is an issue for all Welsh Local Authorities Opportunities taken to adopt cost avoidance approaches to care have also, even though early stages, contributed to the positive outturn. Our information advice and assistance service (IAA) is now in the initial stages of implementation with 5 new IAA workers now operational. This allows us to develop our preventative offer and will feed our new intake model where reablement is the first consideration to mitigate or prevent care.				

Debt due to unpaid Adult social care charges remains a challenge, increasing in the last quarter to its closing position of £2.8M. We are continuing to take actions both preventatively and in ensuring appropriate recovery actions are taken, with the introduction of a Senior Debt Review panel.

CHILDREN'S SERVICES

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	598	83	2	148

At the start of the year there were 190 children looked after including 15 unaccompanied asylum-seeking children, increasing to 192 (with 16 unaccompanied asylum-seeking children) at the end of the year. Even though the actual children entering and leaving care change over the year, it is promising that overall numbers remain stable and has helped to contribute towards this division broadly remaining within its allocated budget.

Cost pressure of additional children has been mitigated through placing children within fostering and kinship placements (in line with our placement strategy). Cost pressures associated with placement costs have also been mitigated through grant funding for UASC and through a slight delay in our in-house residential provision becoming fully operational.

There continues to be a significant pressure related to the use of external counsel / barrister costs for children who are in a public law process in the family courts, which overspent by £342K. The service only refers children to the family court if it is the only way to secure a child's safety and long-term stability / welfare. The costs associated with a court process are high, and the use of barristers is often unavoidable. Court costs were inflated this year because of 2 specific complex cases. In terms of corrective action, the service will continue to liaise with the legal team to explore any potential to reduce the costs associated with court.

Another area of reported overspend relates to pressure that has arisen through a reduction in the Welsh Government grant that supports our Family Support services, which amounted to £317K. Family support is critical to supporting children to remain safely at home wherever possible and helps both to safely reduce the numbers of children who need to come into care and safely return children to their families and communities at the earliest opportunity. Although it represents a cost pressure, the service has maintained family support despite the significant reduction in the WG grant. Family support is fundamental to cost avoidance (particularly given the cost of placements) and helps us to secure best outcomes for children and families. Most children open to children's services (normally around 550 at any one time) will be receiving family support of some description, with many others receiving services through early help and community-based support. If these

services were disrupted or reduced more children would need to come into care. Maintaining family support services at their current level has been put forward as a proposal in the 2026/27 budget.

Another positive note is the service achieved 100% of its £1.9M savings related to practice change in care planning for children and placement development.

HOUSING & HOMELESSNESS

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	238	366	502	465

The service reported an overspend of £465k at outturn, which was broadly in line with the £502k forecast at Update 3. The main salient causes of the overspend remain as:

- the delayed opening of Severn View leading to additional costs within Bed and Breakfast provision plus the need for extra costs once occupied,
- several voids within existing provision,
- costs associated with the maintenance and repair of existing provision,
- making-good following hand-back of Bed and Breakfast provision,
- costs within private leasing arrangements driven by increased repair, maintenance, and cleaning costs,
- reduced income due to rent arrears and bad debt and,
- staffing costs.

These issues are indicative of providing emergency and temporary housing for people who have high support needs. The bottom-line position within housing has benefitted from £59K due to the Housing benefit clawback reduction; however, this has not been sufficient to offset the current costs.

Moving forward into 2026/27, as this is a new service addition into the directorate, a deep dive into the budget and what potential mitigating actions will be reviewed, along with how the full year effect of new services such as the temporary accommodation service in Severn View settles can be measured.

On a closing positive note, the usage of B&B accommodation continues at the lowest level for many years and stood at just 6 on the last date of the year.

PUBLIC PROTECTION

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(5)	0	2	(34)

The service closed the year with a small underspend of £34k. Forecasts remained close to break-even throughout the year, with the final position improving slightly from the £2k overspend reported at Update 3 due to additional income generation.

SCH SUPPORT

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	42	26	(121)	(88)

The underspend was largely forecast at update 3 and was as a result of delayed recruitment to the Head of Housing and Public Protection, coupled at year end with an opportunity to divert some core staff costs to grant funding.

LEARNING, SKILLS & ECONOMY DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	40	169	462	372

CHIEF OFFICER COMMENTARY:

The Directorate's outturn position is an overspend of £372k. This is largely due to an increase in ALN pupils needing support within our schools, which is funded by the LA IDP Budget or Contingency Pot 2. These contingency budgets are overspent by £542k in 25/26, but we have been able to partly offset this overspend with an underspend on Independent placements of -£258k. In addition, the position has worsened by £112k due to a higher business rates bill for King Henry school, which sits within the Individual Schools Budget line. The contingency budgets have been able to increase for 26/27, as we are expecting a further decrease in spend on Independent Placements, as well as reduced spend on pupils receiving ALN bespoke packages, due to plans to open an SEMH (Social, Emotional & Mental Health) Provision in 26/27, which will be able to support those pupils and reduce our costs and reliance on third party providers.

School balances have deteriorated by £2,788,224 during the year, with a carry forward deficit balance of £6,879,539 into 26/27 and 19 schools in a deficit. All schools that are in a deficit have a recovery plan in place and where they are not meeting their recovery plan, further challenge is being provided by the Local Authority to understand the reasons and to look at mitigating actions that can be taken to ensure recovery plans are met.

Economy, Employment & Skills				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'s	0	12	7	(129)
The service reported an underspend of £129k at outturn, due to unbudgeted income received during the year.				
Emergency Planning				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'s	0	16	16	17
Emergency Planning reported a £17k overspend at outturn, largely due to budgeted employee-related savings not being fully achieved.				
Individual Schools Budget				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	6	6	(126)	89
The service reported a final overspend of £89k. The position worsened late in the year due to a £112k increase in the business rates bill for King Henry school, which sits within this budget line, offsetting the underspend previously reported. This was alongside a number of additional costs arising later in the year. £44k of energy costs were incurred at the Deri View School site while refurbishment works were underway ahead of Ysgol Y Fenni moving to the site from September 2026. £16k of costs related to Mounton House while the site was unoccupied prior to the PRS moving in. £19k of additional funding was provided to Ysgol y Trefynwy because nursery pupils attend full time rather than half days. £32k of costs related to Storm Claudia, including staff overtime and mileage, together with support for Osbaston School to replace damaged furniture, play equipment and resources and to meet cover costs.				
Resources				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn

Deficit / (Surplus) £'000s	31	59	112	87
The service reported a final overspend of £87k. This was mainly due to lower than anticipated photovoltaic recharge income and increased teacher pension costs, together with smaller staffing pressures across support services, School and Student Access, and the Financial Management Services Team. • The largest pressure related to a shortfall in photovoltaic recharge income, as income from school solar panels was lower than expected. • There was also an increase in teacher pension costs, along with smaller staffing pressures across support services, School and Student Access, and the Financial Management Services Team. • These pressures were partly offset by grant funding used to support staffing costs and by Premature Retirement Compensation costs being lower than originally estimated.				
Standards				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	3	77	451	307
The service reported a final overspend of £307k. This was mainly driven by continuing pressures within ALN, particularly the cost of supporting a growing number of pupils through the LA IDP and Contingency Pot 2 budgets, alongside pressures in Early Years, Breakfast Clubs and MoST staffing. These were partly offset by savings on out of county placements, ALN transport and Early Years staffing, together with additional grant income and lower than anticipated costs in some ALN bespoke support packages. • Main overspending pressures arose from ALN demand-led budgets, especially the LA IDP and Contingency Pot 2 budgets, as well as pressures in Expansion of Early Years, Breakfast Clubs and MoST staffing. • There were also smaller overspends across ALN management, administration, equipment and psychology services. • These pressures were partly offset by lower costs on out of county placements, reduced ALN transport costs, grant-funded Early Years staffing and additional grant income. • The final position also benefited from ALN bespoke support costs being lower than forecast later in the year.				
INFRASTRUCTURE DIRECTORATE	Update 1	Update 2	Update 3	Outturn

Deficit / (Surplus) £'000s	(61)	(315)	(473)	(295)
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CHIEF OFFICER COMMENTARY

The Directorate has returned a £295k underspend following active in-year management to mitigate a range of operational pressures and utilise underspends across services.

Key challenges were experienced within Facilities & Fleet, particularly around fleet maintenance where increased breakdowns, reactive repairs and reliance on hired vehicles drove significant cost pressures during the year. Passenger Transport also faced demand-led pressures and increasing supply chain costs.

Elsewhere, Operations, Neighbourhood Services and Catering generated underspends, supported by higher income, vacancy savings, efficiencies in waste and highways, and income from renewable energy generation. While some of these underspends were offset by storm-related costs (Storm Claudia), they have been able to mitigate wider Directorate pressures.

Overall, the outturn reflects effective financial management, with services responding proactively to emerging risks, maximising income opportunities, and controlling expenditure. Whilst some underlying demand and cost pressures remain, particularly in fleet and transport - actions are being taken to mitigate these going forward into 2026/27.

Infrastructure Management

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	2	5	(13)	(2)

The Infrastructure management team has underspent by £2k due to a managed underspend in supplies & services and a part-year staff vacancy.

Facilities & Fleet Management

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	563	385	157	412

Facilities and Fleet have over spent by £412k, due to:

- Fleet Maintenance** - £325k overspent – There is a significant overspend within fleet maintenance budgets, primarily driven by increased costs associated with vehicle hire, maintenance, fuel, Electric Vehicle Charging Infrastructure (EVCI) maintenance, and software. During the last quarter, there has been a notable rise in vehicle breakdowns across Passenger Transport, Winter Maintenance, and Waste fleets. This has led to higher repair costs and increased reliance on hired vehicles, either through taking on additional hires or extending existing agreements while vehicles remain off the road. These pressures have resulted in a £300k deterioration in the forecast position since Update 3. The financial impact is being driven primarily by reactive maintenance and unplanned hire requirements and is largely outside of direct service control but officers will be reviewing fleet utilisation going forward to mitigate any potential pressure impacting 26-27.

- Passenger Transport** – net £96k overspent – As reported previously the overspend is mainly due to a shortfall against the distance-eligibility saving that was included in the 2025/26 budget. The full saving was not achieved as updated pupil numbers differed from original projections and some routes were subsequently assessed as unsafe, requiring transport to continue. On top of this the service has seen a growth in PRS contracts, increased costs of pupil season tickets purchased from external operators, and unbudgeted expenditure on external safer walking route assessments. Internal operations have overspent by £105k driven by income losses following the return of several contracts due to high sickness levels. These pressures are partially offset by a £54k staff saving within the regional transport team through capitalising core staff costs, £110k of transport administration grant income, and a £47k increase in Public Transport Subsidy Grant.

Neighbourhood Services				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(381)	(460)	(106)	(281)

Neighbourhood services has under spent by £281k, due to:

- Waste Services** – £10k overspent – Efficiencies totalling £299k have been achieved during the year through savings on disposal and recycling contracts, increased income, employee underspends arising from vacant posts, and a one-off gain-share receipt from the waste-to-energy partnership. As reported at Update 3, these savings were reallocated to help offset other pressures within the directorate. The remaining net overspend of £10k primarily relates to costs incurred in responding to Storm Claudia.
- Grounds Maintenance** – £48k over spent – Mainly due to additional staffing, plant, and material costs incurred in response to Storm Claudia.

- **Highways Operations & External Clients** – £12k underspent - mainly due to additional income from external client works within Swtra.
- **Streetlighting** – On Budget
- **Highways Design, Flooding & Road Safety** – £327k net underspent – the service is reporting a net £327k underspend, primarily driven by improved income, staff vacancy savings and reduced expenditure on supplies and services. The improved position reflects higher than anticipated road closure income and SABS income, which were not included in the Update 3 forecast. In addition, grant funding has been used to offset the majority of revenue costs incurred in responding to Storm Claudia.

Catering & Decarbonisation

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(245)	(245)	(511)	(424)

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Operations has under spent by £424k, due to:

- **Schools Catering** - £229k underspent – This position is primarily driven by part-year staffing savings, increased Universal Free School Meals (UFSM) income—reflecting a £0.20 per meal uplift to £3.40 from September—and reduced supplies and services expenditure partly due to a higher take up of pupils choosing the light bite option over the main meal. The service produced 780,584 pupil meals in 2025/26, with average take-up of approximately 73%, compared with 58% prior to the introduction of UFSM.
- **Decarbonisation** - £150k underspent – driven by increased income from the Council's solar farm and wider renewables portfolio. This reflects higher ROC rates, favourable weather conditions, and improved inverter performance. Additional savings arose from a part-year staffing vacancy within the team. These underspends were partly offset by a £102k pressure relating to a prior-year corporate mileage saving that was not achieved, as the corporate pool car scheme did not commence operation until April, resulting in no savings being realised in 2025/26.
- **Corporate Energy Saving** - £45k underspent – final consumption figures for the authority have now been collated and costs have come in £45k below budget.

PLACE & COMMUNITY WELLBEING DIRECTORATE	Update 1	Update 2	Update 3	Outturn
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Deficit / (Surplus) £'000s	142	(21)	(83)	(608)
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CHIEF OFFICER COMMENTARY

The Place and Community Wellbeing Directorate has underspend of £608,000. This favourable variance is primarily attributable to increased income generation within Leisure and Wellbeing services, alongside higher-than-anticipated car park income, particularly from parking penalty charges. This uplift is directly linked to the appointment of additional parking enforcement officers.

The position is further supported by reduced expenditure within the Performance, Finance and Resources division. These savings are largely due to staffing underspends arising from the delayed implementation of the central services restructure, which is now scheduled for delivery in 2026/27.

These favourable variances have mitigated in-year budget pressures resulting from the under-recovery of planning and building control fee income.

The Directorate's outturn position reflects that income performance across a number of service areas has strengthened during 2025/26. The Directorate will seek to sustain this improved income position into 2026/27, as this would provide greater financial resilience and support the implementation of the restructures previously delayed but required across the Directorate. In turn, helping to ensure that the Directorate has the capacity to continue delivering front line services in line with the Council's wider objectives of healthier communities, improved wellbeing, sustainable services and fit-for-purpose community infrastructure.

Culture and Community Learning

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	38	18	18	1

The Culture and Community Learning division has overspent by £1k, the improvement for update 3 to outturn relates to additional grants.

Countryside, Destination and Environment

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(14)	(36)	(61)	(18)

Countryside, Destination and Environment underspent by £18k, primarily as a result of income exceeding budget following the receipt of additional grant funding. The adverse variance between Update 2 and Update 3 reflects income levels being lower than previously forecast.

Leisure and Wellbeing

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	(2)	(200)	(715)

The Leisure and Wellbeing division underspent by £715k, primarily due to income exceeding budget, particularly as a result of the annual January campaign. This improved income performance more than offset the £89k loss of income arising from the closure of Abergavenny Leisure Centre and reduced service level agreement income. The annual membership campaign again performed strongly during the year, contributing to an increase in forecast income, including an additional £100k from direct debit memberships. Outdoor Adventure, Sports Development and Play also reported an improved income position, contributing to the overall favourable movement between Update 3 and outturn.

Performance, Finance and Resources

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(5)	(80)	(174)	(127)

The Performance, Finance and Resources division underspent by £127k, primarily as a result of staff vacancies. The variance between Update 3 and outturn relates to an invoice being funded centrally rather than directly through Sports Development, as previously forecast.

Placemaking and car parking

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	123	78	333	252

The Placemaking, Highways and Flooding division has overspent by £252k due to:

- **Development Management and Building Control** – The section has overspent of £127k, relating to under-recovery of building control fees and increased software costs. Along with lower than anticipated planning fees in particular the delay in one substantial planning application (£65k) until 26-27 has seen an adverse impact on previously forecast income.
- **Highways Development and Car Parks** – The section has over spent by £206k. This is due to the under recovery of fixed penalty charges, filling of previously vacant posts, higher than anticipated publication costs associated with the implementation of the new fees and charges.

PEOPLE, PERFORMANCE & PARTNERSHIPS DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	99	48	6	(82)

CHIEF OFFICER COMMENTARY

People, Performance & Partnerships and the Chief Executives Office have a combined overspend by £82k.

Within the CEO's Office, the overall forecast reflects a mixed financial position. Overspends are primarily driven by staffing pressures and reduction in income. Whilst some overspends are offset by other service area underspends, pressures persist and officers will continue to seek mitigation strategies as the year progresses.

Chief Executives Office				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	117	48	35	25

The Chief Executives Office is currently has overspent by £25k. The principal factors contributing to this position are as follows:

- **Communications and Community Development - £25k overspend** – The overspend is primarily attributable to a budget pressure of arising from the creation of the Head of Communications and Active Travel post, coupled with a reduction in active travel income of £25k. These pressures have been partially offset by a contribution from Welsh Government relating to the secondment of the Head of Communications.

- **Contact Centre - £84k underspend** – An underspend has been achieved due to system and licence spend coming in below budgeted levels.
- **Strategic Change & Programme Assurance - £57k overspend** – The underspend is due to the capitalisation of the change management program.
- **Libraries, Hubs, and Community Learning** – This area is forecast to **underspend by £20k**, with no significant variances expected.
- **Procurement - £47k overspend** – The overspend is due to higher than anticipated contract costs.

People				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(14)	(14)	(30)	(48)

The People sections has underspent by 48k for the financial year. The principal factors contributing to this position area as follows:

- **Organisational Development & Training- £8k underspend** – The overspend is attributable to staff costs exceeding budget, primarily due to the inability to achieve vacancy factor savings offset by a small saving withing the training budget.
- **Payroll & System Support - £123k underspend** – An underspend has been achieved as a result of a reduction in system and supplies & services expenditure of £44k alongside net staff saving of £78k arising from changes in hours and a payroll technician post being held vacant.
- **People Management - £41k overspend** – Additional costs have been incurred due to unachievable staff vacancy factor and extra staff resource being put in place to bolster team capacity.
- **Occupational Health - £42k Overspend** – due to increased demand

Policy, Scrutiny & Customer Service				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(4)	14	1	(59)

Policy, Scrutiny & Customer Services has underspent by £59k, broken down as follows:

- **Corporate - £15k overspend** – mainly due to the inability to achieve staff vacancy factor savings, SLT Pay award and an increase in subscription costs.
- **Scrutiny and Customer Complaints - £13k overspend** – unable to achieve staff vacancy savings.
- **GIS - £24k underspend** – saving in system and supplies & services spend.

- **Levies & Subscriptions - £36k overspend** – corporate subscription costs (WLGA, LGA) have exceeded available budget, in addition the authority has made the decision to renew the membership of New Local causing a further pressure as this budget was removed as part of 25/26 budget savings.
- **Performance & Data - £42k underspend** – due to staff savings from part year vacant posts.
- **Equalities & Welsh Language - £9k overspend** – the authority is due to enter a new translation SLA with Torfaen, discussions are ongoing around implementation timescales.
- **Partnership management - £39k Underspend**
- **Community Safety – Net £28k Underspend**– due to staff savings from part year vacant posts.

LAW & GOVERNANCE DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	64	69	76	55

CHIEF OFFICER COMMENTARY

Law & Governance has overspent by £55k at outturn. The overspend is primarily due to staffing pressures, by-election costs and income shortfalls across service areas; although income improved in the final quarter and is the reason for the £21k improvement from Update 3.

Democratic Services

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	39	27	28	32

Democratic services has over spent by £32k, this is due to:

- **Members** - £41k overspent – due to staff increases where there is an overspend against superannuation contributions plus an inability to achieve vacancy factor savings.
- **Committee & Election services** - £9k under spent – primarily due to staff savings from part year vacancies and grant support for an apprentice post in Elections, being partially offset by an overspend in by-election costs.

Legal and Land Charges

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'s	25	42	48	23

Legal & Land Charges has over spent by £23k, due to:

- **Legal** - £30k overspent – primarily due to a reduction in fee income and the inability to achieve staff vacancy factor savings.
- **Land Charges** - £7k under spent – due to savings from a vacant part-time post.

RESOURCES DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(95)	(145)	(151)	239

CHIEF OFFICER COMMENTARY

At outturn, the Resources Directorate reports a £239k overspend, reflecting an adverse movement from the last reported forecast. This is driven primarily by Commercial, Corporate & Landlord Services (£361k overspend), largely from shortfalls against budget at Castlegate Business Park and Newport Leisure Park due to vacant units, and a planned transfer to reserves in lieu of an overall combined surplus on the wider investment portfolio. These pressures are partially offset by underspends across Finance (£90k), ICT (£29k) and Corporate Health & Safety.

Overall, the position highlights ongoing volatility in income-generating assets and the impact of in-year strategic decisions as risk mitigation measures going into 2026-27. Tighter cost control and vacancy management has however delivered mitigating savings across the directorate portfolio.

Commercial, Corporate & landlord Services				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(27)	(151)	(118)	361

Commercial, Corporate and Landlord services has over spent by £361k, due to:

- **Investment Properties** - £225k overspend, due to:
 - **Newport Leisure Park** - £53k overspent – NLP made a £265k surplus in 25/26, however this is £53k below budget due to unbudgeted costs (such as electricity and rates) associated with vacant units, the remaining vacant unit is now under offer.
 - **Castlegate Business Park** - £171k over spent – primarily due to increased operating costs associated with vacant units that fall to the authority to manage, including higher-than-expected rates, electricity charges, and one-off fees. Efforts continue to be made to

work closely with existing tenants to secure the expansion and development of established businesses, whilst also providing incubator spaces for the growth of new ventures. Opportunities to diversify and attract sectoral partners continue to be explored and constructive recent dialogue with Cardiff Capital Region has contributed to a number of promising recent enquiries.

- **Landlord Services** – £191k overspent – our remaining investment portfolio (including County Farms & industrial units) returned a combined surplus of £530k. The opportunity was taken to move £391k of this to reserve and is the main reason for the over spend and adverse swing from Update 3.
- **Building Cleaning & Public Conveniences** - £54k under spent – driven by staffing vacancies, along with savings on maintenance and business rates for public conveniences.
- **Property Services** – On Budget –Property Services has returned a net break-even position. During the year, the service has experienced pressures within accommodation budgets, driven by increased maintenance and rates costs across the office estate (£129k), alongside a reduction in Police fee income (£198k) due to a downturn in the Police works programme. These pressures were identified early in the financial year and have been mitigated through an underspend on employee costs, primarily resulting from the management of staff vacancies.

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Corporate Health & Safety

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	0	0	(3)

Corporate Health & Safety – £3k underspent – all costs incurred in response to directorate H&S matters has been accommodated from within services during the year and reported as part of their outturn position. The underspend within the service is as a result of reduced spend on supplies & services.

Finance

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(58)	24	(11)	(90)

The Finance division under spent by £90k, this is mainly due to:

• **Revenues, Systems & Exchequer** - £41k net underspend:

- **Benefits** – £36k underspent - This position reflects £31k of additional grant income and a £23k reduction in non-pay costs, partially offset by an £18k increase in bad debt provision. Compared to the £53k overspend reported at Update 3, this represents an £89k improvement. The majority of this favourable movement is driven by changes in Housing Benefit Subsidy, reflecting the latest caseload profiles.
- **Council Tax** - £68k overspent – overspend is primarily due to summons income received was £40k less than budget, as fewer debtors were taken to court last year. £27k additional service running costs, which are largely attributable to extra printing and postage costs. A £11k overspend relating to a residual budget pressure from the Finance restructure left against this cost centre and £2k unmet vacancy factor savings. These pressures were offset by one off Welsh Government grant income of £12k for the administration of this years Retail Rate Relief scheme.
- **Charity Relief** - £4k underspent – due to a combination of awards for discretionary rate relief being lower than the budget set. Plus some returned Cost of Living Grant payments and one off grant funding for administering the LIDBRSS on behalf of Welsh Government.
- **Debtors** - £2k overspent - Unmet vacancy factor savings, additional National Insurance costs over the budget set and extra postage costs make up this over spend. The improvement since update 3 is largely the result of adjusted payroll costs for maternity leave.
- **Cashiers** - £17k underspent – Card payment fees were £24k over budget, as more payments were made by card. However, these additional costs were offset by reduced security carrier costs, holding off system developments and holding open, for a time, a cashier vacancy to generate an overall saving of £17k against this cost centre. The saving has increased since update 3 as some planned system development work has been deferred to next year.
- **Revenues System Administration** - £9k overspent - The annual contract costs for the Northgate system are £12k more than budget. These were however offset by some one-off grant income from Welsh Government in respect of rate account administration.
- **Financial Systems Support & Vat** - £63k underspent – £31k saving resulting from vacant posts plus a £16k saving against the non pay budget and £16k additional recharge income. The underspend has increased by £17k since update 3 due to an additional vacancy and lower than initially anticipated consultancy costs for the Business World System upgrade.

Finance - £49k under spent - due to part year staff vacancies and the apportionment of officers time to the administration of council tax premiums.

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(10)	(18)	(21)	(29)

The ICT division underspent by £29k, this is due to:

- **SRS & Digital Programme Office** – £10k underspent – Final contribution figures from SRS were £1,000 below budget, reflecting late-year software savings which partially offset increased costs relating to O365 licences and PSBA line rentals. In addition, further efficiencies have been achieved through a managed underspend on supplies and equipment. This has resulted in a net underspend of £10,000 within the section.
- **Digital, Design & Innovation** – On budget – As previously reported, the team transitioned to the Shared Resource Service (SRS) in August 2025 following the Cabinet-approved Digital, Data and Technology agreement. The resulting increase in collaboration costs of £73,000 will be funded from the IT reserve, in line with Cabinet's decision. This ensures there is no adverse impact on the Directorate's overall financial position in 2025–26. Ongoing funding requirements have been incorporated into the 2026–27 budget proposals.
- **Cyber Security Partnership** - £13k underspent – no change from update 3 - Cyber Security has underspent by £13k as our partnership contribution was lower than expected due to staff vacancy savings.
- **Telephony** - £6k underspent – saving due to a reduction in annual call charges.

CORPORATE COSTS & LEVIES DIRECTORATE	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(27)	680	516	(788)

Precepts & Levies

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(33)	(33)	(33)	(33)

Saving due to the South Wales Fire Service precept being lower than originally anticipated for the financial year.

Coroners Services

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	18	18	40	40

Final levy is higher than budgeted due to additional requirements of the services following Chief Coroner review.

Archives (Gwent Joint Records)				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	0	0	0
No variance forecast				
Corporate Management				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(13)	(67)	(62)	(201)
Unbudgeted income that cannot be attributed to services				
Non-Distributed Costs				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	0	0	17
A small over spend was reported at outturn following late adjustments to pension strain costs.				
Strategic Initiatives				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	761	571	(611)
Funding shortfall in relation to increased employer's national insurance contributions. The final funding allocation received from Welsh Government was considerably short of the increased costs incurred.				
Insurance				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	0	0	0
No variance				
TREASURY & RESERVES				
Deficit / (Surplus) £'000s	486	541	(43)	(619)
Interest & Investment Income				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(257)	(257)	(410)	(538)

Lower-than-anticipated expenditure resulted in higher average investment balances over the year, leading to returns exceeding the income budget. Performance was further supported by continued strong yields from pooled fund investments.

In addition, investment balances were temporarily increased in the final quarter due to additional borrowing, further enhancing overall returns

Interest Payable & Similar Charges

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	423	429	135	155

The Authority's borrowing requirement for the year was lower than initially forecast, which has reduced financing costs and mitigated the anticipated overspend.

Borrowing costs increased marginally during the final quarter as additional borrowing was secured to provide greater cost certainty. This was undertaken during a temporary reduction in rates, against a backdrop of market volatility linked to the Iran conflict.

Charges Required Under Regulation

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(215)	(215)	(144)	(143)

Capital slippage funded from borrowing was higher than anticipated at the end of the previous year which has resulted in lower than anticipated charges. Underspend has decreased due to disposal of vehicles in year resulting in additional MRP charges being made. The adverse movement is matched by an increase in underspend against borrowing recoupment.

Other Investment Income

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(1)	(1)	(2)	(5)

Minor income received. Slightly increased from Update 3.

Borrowing Cost Recoupment

Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	8	(102)	(102)

The underspend is due to several vehicles being disposed of in year and all remaining borrowing charges being made in year. This underspend is offset by an increase in charges required under regulation.

Attributable Costs - Fixed Asset Disposal				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	0	0	0	15
Minor variance as revenue budget was used to supplement capital disposal budget which would have been overspent.				
Contributions to/from Earmarked reserves				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	535	576	480	0
Earmarked reserves were adjusted for any changes in reserve utilisation so that service revenue budgets could reflect their amended positions.				
The movement from month 6 is due to the previously unbudgeted contribution to Council Tax Premium reserve being recognised with a year end budget adjustment. The movement was mirrored by a corresponding adverse movement within Council tax.				
FINANCING	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(1,185)	(1,205)	(980)	(233)
Council Tax Reduction Scheme				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(400)	(420)	(500)	(578)
Caseloads for the year were lower than the budget set, a trend that continued through to year end.				
Council Tax				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn
Deficit / (Surplus) £'000s	(785)	(785)	(480)	345
The tax base for the year has been met and continues to increase. However, there has been a significant upward shift in the number of properties awarded an exemption or discount, which continued through to year end. This is partly because of the November floods which rendered some properties uninhabitable and requiring significant remedial works. As a result there was a shortfall in council tax income compared to the budget set for the year. The Council Tax Premium collection rate was 70% by the end of March 2026 which is higher than anticipated when the budget was set. A decision has therefore been made to top up the Council Tax Premium Reserve, which is the main reason for the movement between update 3 and 4.				
General Government Grants				
Outturn Forecast	Update 1	Update 2	Update 3	Outturn

Deficit / (Surplus) £'000s	0	0	0	0
Income received to budget.				

3. School Balances

- 3.1. A Board of Governors who are responsible for managing the school's finances, directly governs each of the Authority's Schools. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the Schools' balances position, for each Educational Cluster.

School Reserves in £000's	(A) 2025/26 Opening Reserves (Surplus) / Deficit	(B) Draw / (Contribution) @ Update 1	(C) Draw / (Contribution) @ Update 2	(D) Draw / (Contribution) @ Update 3	(E) Draw/ (Contribution) @ Outturn	(A+E) 2025/26 Year-end Deficit
Cluster						
Abergavenny	1,351	635	817	1,025	1,043	2,393
Caldicot	(37)	641	826	866	684	647
Chepstow	989	26	(27)	139	(231)	757
Monmouth	144	407	392	433	125	270
Pupil Referral Service	1,645	1,126	961	963	1,167	2,813
Total	4,092	2,835	2,970	3,426	2,788	6,880

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3.2. The movement of individual schools in deficit at the end of the year is shown below:

Start of year	Update 1	Update 2	Update 3	Update 4
Total: 15	Total: 18	Total: 18	Total: 18	Total: 19
King Henry VIII 3-19	King Henry VIII 3-19	King Henry VIII 3-19	King Henry VIII 3-19	King Henry VIII 3-19
Gilwern	Gilwern	Gilwern	Gilwern	Gilwern
Our Lady & St Michael's	Our Lady & St Michael's	Our Lady & St Michael's	Our Lady & St Michael's	Our Lady & St Michael's
Ysgol y Fenni	Ysgol y Fenni	Ysgol y Fenni	Ysgol y Fenni	Ysgol y Fenni
Caldicot School	Caldicot School	Caldicot School	Caldicot School	Caldicot School
Rogiet	Rogiet	Rogiet	Rogiet	Rogiet

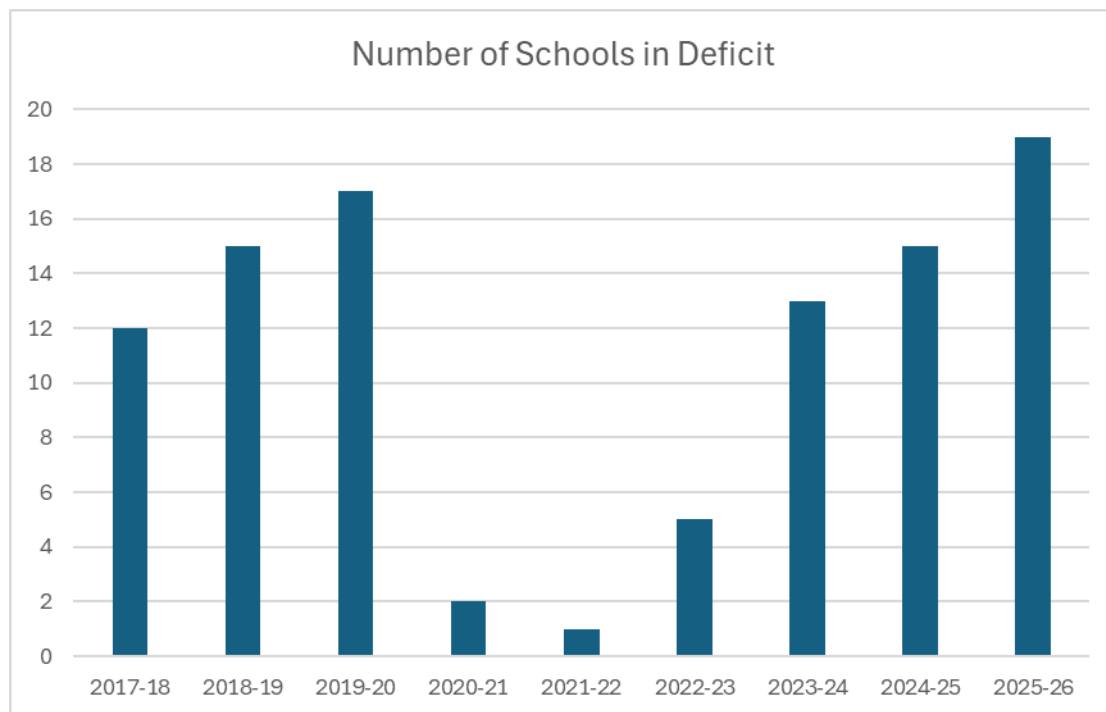
Ysgol y Ffin	Ysgol y Ffin	Ysgol y Ffin	Ysgol y Ffin	Ysgol y Ffin
Chepstow School	Chepstow School	Chepstow School	Chepstow School	Chepstow School
The Dell	The Dell	The Dell	The Dell	The Dell
Thornwell	Thornwell	Thornwell	Thornwell	Thornwell
Kymin View		Kymin View	Kymin View	Kymin View
Osbaston	Osbaston	Osbaston	Osbaston	Osbaston
Overmonnow	Overmonnow	Overmonnow	Overmonnow	Overmonnow
Ysgol y Trefynwy	Ysgol y Trefynwy	Ysgol y Trefynwy	Ysgol y Trefynwy	Ysgol y Trefynwy
PRS	PRS	PRS	PRS	PRS
	Castle Park	Castle Park	Castle Park	Castle Park
	Monmouth Comprehensive	Monmouth Comprehensive	Monmouth Comprehensive	Monmouth Comprehensive
	Cross Ash	Cross Ash	Cross Ash	Cross Ash
	Llandogo			
				Llantilio Pertholey

- 3.3. 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.
- 3.4. All schools with a deficit budget must agree a recovery plan with the Local Authority; this plan will set out clear actions that the school and Governing Body must take to see the school return to a surplus. These plans are monitored on a frequent basis and where schools do not meet their recovery plans, further challenge is provided by the Local Authority to understand the reasons and to look at mitigating actions to

bring the plans back on track. The majority of the deficit (86%) relates to three schools; King Henry VIII 3-19 School, Chepstow School and the Pupil Referral Service. All three of these schools are a focus of support and challenge from the Local Authority, to ensure budgets return to a surplus within the agreed recovery plan timeframe.

Financial Year-end	Net level of School Balances (Surplus) / Deficit in £000's
2015-16	(1,156)
2016-17	(269)
2017-18	(175)
2018-19	232
2019-20	435
2020-21	(3,418)
2021-22	(6,956)
2022-23	(4,257)
2023-24	904
2024-25	4,092
2025-26	6,880

3.5. The decrease in school balances has resulted in an increase in the number of schools in deficit, as illustrated in the following table:



4. **Capital budget Outturn**

4.1. The summary Capital outturn position is as follows:

	Slippage B/F	Original Budget	Budget Adjustments	Slippage to 2026/27	Revised Budget 2025/26	Actual Outturn	Variance to budget at Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
Capitalisation Directive	63	3,708	0	(223)	3,547	3,547	0
Development Schemes Over £250k	9,083	730	(1,110)	(6,928)	1,774	1,811	37
Development Schemes Under £250k	1,955	90	259	(1,284)	1,020	1,018	(2)
Schools & Education	33	12,282	277	(5,269)	7,323	7,323	0
Infrastructure	3,958	6,076	723	(4,821)	5,936	5,498	(438)
Insurance Schemes	0	0	5,000	(4,987)	13	13	(0)
ICT Schemes	272	463	35	(274)	495	502	7
Budget contingency	1,300	0	0	(1,867)	(567)	0	567
Property Maintenance	716	2,659	1,639	(1,353)	3,661	3,601	(60)
Renovation Grants	192	900	494	(601)	985	981	(4)
Section 106	1,454	288	(11)	(1,335)	394	407	13
Specific Grant Funded	6,009	500	17,103	(16,275)	7,337	6,986	(352)
Vehicle Leasing	0	1,500	0	0	1,500	504	(996)
Fixed Assets Purchased from Revenue	0	0	326	0	326	326	0
Total Expenditure	25,033	29,195	24,734	(45,218)	33,744	32,515	(1,229)
Financing							
Supported Borrowing	0	(2,432)	0	0	(2,432)	(2,432)	0
General Capital Grant	0	(3,046)	0	0	(3,046)	(4,416)	(1,370)
Grants and Contributions	(8,860)	0	(19,649)	15,349	(13,160)	(12,946)	215
S106 Contributions	(1,621)	(288)	11	1,468	(430)	(440)	(11)
Unsupported Borrowing	(13,661)	(18,068)	205	22,398	(9,126)	(8,238)	888
Earmarked Reserve & Revenue Funding	(272)	(103)	(5,301)	5,235	(441)	(442)	(1)
Capital Receipts	(619)	(3,758)	0	768	(3,609)	(3,602)	7
Leasing	0	(1,500)	0	0	(1,500)	0	1,500
Total Financing	(25,033)	(29,195)	(24,734)	45,218	(33,744)	(32,515)	1,229

4.2. The capital expenditure at outturn showed a net under spend of £1.229 million. This was primarily due to the following schemes:

Scheme	Budget	Over / (Under) spend	Comments
Infrastructure	10,757	(438)	Given that the 2026/27 Infrastructure programme is fully funded, the £438k underspend on the 2025/26 programme can be released and carried forward to provide budget contingency in 2026/27.
Property Maintenance	5,014	(60)	Minor individual under spends within the programme that can be released as budget contingency for 2026/27.
Vehicles	1,500	(996)	Vehicle purchases are made in line with the operational requirements of individual services as identified throughout the financial year. During 2025/26, £504k of vehicle purchases were required.
Grant funded schemes	23,612	(352)	A number of new grant awards were made during 2025/26, requiring new schemes to be delivered quickly or eligible existing capital expenditure to be identified and charged to the grants. Where this was not possible in full within the year, a small underspend against the overall grant funding resulted.
Capital budget contingency	1,300	567	In total, £1.867m of capital budget contingency can be carried forward to 2026/27 following receipt of additional in-year funding from Welsh Government of £1.37m and the under spends within the wider programme as identified above.

4.3. Capital Slippage

4.4. Capital slippage for the year was £45.218 million. Schemes reporting slippage are:

Scheme category	Scheme	Slippage £000's	Comment
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Development Schemes	South East Wales CJC Capital contribution	2,678	The South East Wales CJC capital delivery programme has been delayed and, as a result, local authority contributions will need to be reprofiled. The requested slippage will therefore be phased across future financial years in line with the latest delivery programme.
Development Schemes	Property Acquisition for Children and Young People with Complex Needs	1,831	This is a multi-year scheme that is dependent on identifying suitable properties to meet assessed demand.
Development Schemes	Asset Investment Fund	1,781	There was no call on this budget during the year. The funding will therefore be carried forward to support any future capital expenditure required at the Council's existing commercial investment sites.
Development Schemes	Housing Provision Borrowing Headroom	802	Funding is to be carried forward to enable continued investment in alternative temporary accommodation and to support delivery of the rapid rehousing policy as opportunities arise.
Development Schemes	RE:FIT Programme	250	Slippage is requested to meet outstanding Phase 1 costs, including retention, verification and capitalised monitoring costs, and to retain contingency funding for Phase 2 pending Cabinet/Council approval of the business case.
Development Schemes	Trellech Primary Nursery Childcare Scheme	191	The scheme was completed in early 2025, due to the timing of the Welsh Government grant the budget will be slipped to enable the final part of the grant to be claimed in 2026-27.
Development Schemes	Shire Hall/Monmouth Museum Move	183	Slippage required – this is a multi-year scheme. The works are fully committed; however, the scheme will not be finalised and full expenditure will not be realised until February 2027.
Development Schemes	Solar Farm Development Cost	150	Slippage is requested due to limited progress in 2025/26 arising from uncertainty over grid capacity, energy use, the delivery model and delays to the replacement Local Development Plan. Work is expected to progress in 2026/27 alongside the RLDP.

Development Schemes	Depots – Feasibility works: Transport Depot South of County	148	Slippage is requested as feasibility and design work has been delayed by the revised RLDP timetable, urgent health and safety works at existing depots and wider capacity pressures. The replacement depot remains a key requirement for fleet transition and service consolidation.
Development Schemes	Mounton House Refurbishment	104	Slippage arising from the timing of Property Services works which are due to be fully completed in 2026/27.
Development Schemes	Decarbonisation Investment	93	Slippage is requested due to capacity constraints arising from delays in recruiting decarbonisation posts, which has slowed delivery of investment projects. Staff are now in place and will begin reviewing and implementing measures in 2026/27, building on the surveys that have now been completed.
Disabled Facility Grants	Disabled Facilities Grants	601	Slippage is requested due to an underspend arising from limited contractor availability and the late receipt of HCF funding. Additional contractors have now been secured for 2026/27, together with part-time surveyor capacity to support delivery.
ICT Schemes	SRS Data Hall Migration	149	Slippage is requested as decommissioning work remains on hold. The project is being led by Torfaen and progress is therefore dependent on their programme. Funding will be required in 2026/27 once the project is completed.
ICT Schemes	Social Care Case Management System Replacement	98	The budget will be carried forward to support any final development work required.
ICT Schemes	ICT Desktop replacement budget	27	Slippage is requested as the in-year underspend on laptop replacements will be repurposed to support the 2026/27 programme. The remaining underspend of £2.4k offsets scheme 96069.
Infrastructure	Wye Bridge Monmouth works	2,166	Slippage is required as the original budget profiling assumed the construction phase would commence earlier than is now expected. Survey, investigation and design work may begin in 2026/27; however, current indications from Highways officers are that construction is unlikely to start before 2027/28.

Infrastructure	Reconstruction of Bridges & Retaining Walls	1,153	Slippage is requested across a number of bridge and retaining wall schemes that have been delayed or now span financial years. This includes Redbrook Rail Bridge, Chainbridge Refurbishment, Wye Bridge Monmouth scour works, Penrhos embankment repairs, landslip works supported by late Welsh Government grant funding, and Bethel Lane. Funding is therefore required to be carried forward into 2026/27 to complete outstanding design, investigation and construction activity.
Infrastructure	Carriageway Resurfacing - Various	450	Slippage is requested for Llanfoist Bridge surfacing, which has moved into 2026/27 and forms part of the wider active travel programme.
Infrastructure	Carriageway improvements - additional	363	Slippage is requested as the works are being delivered over a three-year period, as agreed with the Cabinet Member, to support more effective planning of maintenance projects. Funding has already been incorporated within the 2026/27 budget setting process.
Infrastructure	Highways (LGBI) Maintenance	190	Slippage is requested as delivery has been delayed by weather, ecological constraints and design issues. Welsh Government has extended the grant completion date to October 2027, allowing the remaining works to continue in 2026/27.
Infrastructure	Structural Repairs - PROW	185	Slippage required – Bridge replacements and repairs have been commissioned and ordered. However, due to supply chain constraints and limited resources, the works had commenced but were not completed by 31 March. Slippage is therefore required to fund the remaining balance in 2026/27.
Infrastructure	Wye Bridge Chepstow works	171	Slippage is requested following delays caused by the bridge closure. Funding will be carried forward to support further investigation, design and scour works in 2026/27.
Infrastructure	PROW - Survey's and Closures	73	Staff vacancies have resulted in lower than anticipated staffing costs associated with surveys and closures, with these costs being met through revenue funding. The staffing portfolio is now fully resourced and future use of this funding will be required to ensure that the surveys are completed, and the repairs and replacement capital project is delivered.

Infrastructure	Street Lighting Defective Column Programme	71	Slippage is requested as the Chepstow Wye Bridge traffic light scheme was placed on hold following closure of the bridge, resulting in an underspend. The unspent budget is requested to be carried forward to support the next tranche of light replacements, alongside the wider column and lamp replacement programme, including the Wye Bridge scheme should it recommence.
Insurance Schemes	Drybridge House Flood Insurance Claim	4,987	Works underway, however the main contract of works will take place during 2026/27 to align with Insurers programme of works
Other	Capital budget contingency	1,867	Released budget of £1.867 million will be carried forward into 2026/27 as a contingency to mitigate capital programme risks, including cost pressures on existing schemes and new risks emerging during the year.
Other	Capitalisation Directive	223	Final qualifying revenue expenditure was slightly lower than budget and will be carried forward to support the 2026/27 programme.
Property Maintenance	Property Maintenance schemes	1,353	Slippage mainly reflects the timing of planned maintenance works across the property estate, with some schemes carried forward to meet the forward programme of works and to align delivery with operational access, contractor availability and wider property priorities.
Schools & Education	King Henry VIII - Future Schools Tranche B	5,269	The final stages of the works will be completed during 2026/27.
Section 106 Schemes	Section 106 Schemes	1,322	Slippage reflects the need to carry forward unspent developer contributions where approved schemes were not fully delivered within the year, so that committed works can be completed in 2026/27 in line with the relevant funding conditions.
Specific Grant Funded	ATF Core Llanfoist Bridge & Meadow Links	9,595	Slippage is required as this is a multi-year scheme and dependent upon final profile of agreed contractor works.
Specific Grant Funded	Chepstow Transport Hub & Connectivity Improvements	5,180	Grant funding received in year is available to be carried forward into 2026/27 to complete final works.

Specific Grant Funded	Grant – Match Funding Support Allocation	611	No call on the match funding budget during the year and budget will be carried forward to support any qualifying schemes in 2026/27.
Specific Grant Funded	Placemaking Grant programme	347	Match funding will be required in 2026/27 to complete final works.
Specific Grant Funded	UKSPF – Gwent Green Grid	186	Slippage is required to support delivery of this multi-year project.
Specific Grant Funded	WG – Flood Recovery Grant	133	Grant funding received in year is available to be carried forward into 2026/27 to complete final works.
Specific Grant Funded	Woodside Usk Flood Alleviation Scheme Grant	107	Grant funding received in year is available to be carried forward into 2026/27 to complete final works.
Specific Grant Funded	Flood & Coastal Erosion Risk Management Grant	86	Grant funding received in year is available to be carried forward into 2026/27 to complete final works.
Specific Grant Funded	TT Caldicot Placemaking 2025-26	30	Grant funding received in year is available to be carried forward into 2026/27 to complete final works.

4.5. Useable Capital Receipts Available

- 4.6. **Capital receipts** – The table below sets out the capital receipts available to support future capital commitments. The current balance of banked capital receipts is fully committed, leaving limited flexibility to support additional capital investment. This also means that the use of capital receipts to support the revenue budget through the capitalisation direction is expected to taper to zero over the medium term.
- 4.7. A significant capital receipt of £2.5 million was received in December 2025 in relation to the sale of the site of the former Mouton House School, Pwllmeryic, Chepstow.

Capital receipt balances	2025/26	2026/27	2027/28	2028/29	2029/30
	£000's	£000's	£000's	£000's	£000's
Balance as at 1st April	6,083	4,540	3,291	2,336	1,680
Capital receipts used for financing	(606)	(595)	(50)	(50)	(50)
Capital receipts used to support capitalisation direction	(3,547)	(2,931)	(1,708)	(708)	0
Capital receipts to meet redundancy costs	0	0	0	0	0
Capital receipts Received	2,610	0	0	0	0
Capital receipts Forecast	0	2,278	803	103	103
Forecast Balance as at 31st March	4,540	3,291	2,336	1,680	1,733

Appendix 3 - Performance against budgeted service savings

	Savings proposals by Directorate 2025/26	Budgeted Saving	Realised Savings	Variance	% Met	
		£000	£000	£000		
	Social Care, Health & Safeguarding	(2,950)	(2,845)	105	96.4%	
	Learning, Skills and Economy	(745)	(745)	0	100.0%	
	Infrastructure	(5,679)	(5,127)	552	90.3%	
	Place & Community Wellbeing	(606)	(531)	75	87.6%	
	People, Performance and Partnerships	(165)	(104)	61	63.0%	
	Legal & Governance	(1)	(1)	0	100.0%	
	Resources	(555)	(555)	0	100.0%	
	Totals	(10,701)	(9,908)	793	92.6%	

Ref	Social Care, Health & Safeguarding	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
SCH S2	Community Meals - cost neutral or cease	(15)	(15)	0		
SCH S3	Adults Practice Change	(250)	(315)	(65)		
SCH S4	Fees and Charges	(336)	(336)	0		
SCH S5	Public protection Workforce reduction	(100)	(100)	0		
SCH S6	Wedding fees (registrars)	(30)	(30)	0		
SCH S7	Childens Practice Change	(1,887)	(1,887)	0		
SCH S10	Adults workforce review	(125)	(125)	0		

C&P S20	Savings driven from the reduction of B&B usage and full year effect of Severn View	(207)	(37)	170		Saving assumed Severn View would be open from 1st April, but due to building delays tenants did not move in fully until early August - this meant we had to incur 4 months of additional of B&B costs that were not budgeted. This has been mitigated in part by the overall use of B&B reducing over and above the target set.
Total	Social Care, Health & Safeguarding	(2,950)	(2,845)	105		

Ref	Learning, Skills and Economy	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
CYP S1	Reduce 0.6 FTE Most (Monmouthshire Specialist Teachers) team	(40)	(40)	0		
CYP S3	Grant funding increase to meet costs of EWS post	(51)	(51)	0		EWS has not been reduced by 1 FTE, a grant funding increase was able to meet the costs of the EWS post
CYP S4	Bring ALN MCC pupils from OOC back to MCC	(100)	(100)	0		
CYP S5	KH8 Maintenance costs	(40)	(40)	0		
C&P S21	Youth Service - Passport more core service costs to grant funding.	(45)	(45)	0		
C&P S14	Reduction in utility costs for education estate	(429)	(429)	0		
ML S4	Reduction in Youth Service Provision (delete 1 FTE post)	(40)	(40)	0		
Total	Learning, Skills and Economy	(745)	(745)	0		

Ref	Infrastructure	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
C&P S4	Passenger Transport Commissioning - We revert to the statutory distances of 2 miles for primary and 3 miles for secondary - Subject to political approval - will commence from 01/09/2025	(447)	(55)	392		Numbers have changed since original projections were prepared and some routes have been deemed unsafe meaning transport still has to be provided to pupils impacting on the amount of saving achievable.
C&P S7	Savings in C&P senior Mgt costs as a result of SLT restructure	(170)	(170)	0		
C&P S8	Grass routes - Introduce an annual £10 membership charge for users	(3)	(3)	0		
C&P S9	Reduce gritter fleet by extending the working hours of each vehicle	(20)	(20)	0		
C&P S10	Reduction in utility prices for the corporate estate	(136)	(136)	0		
C&P S11	Undertake energy audit of invoices to identify discrepancies and potential savings	(20)	(20)	0		
C&P S22	PTU Increase the cost of concessionary season tickets by 10%	(6)	(6)	0		
C&P S23	Increase in Highways fee income to external clients to reflect recovery of pay award and inflation.	(52)	(52)	0		
C&P S24	Indicative EPR funding	(4,825)	(4,665)	160		Final award was confirmed to be £160k under original figure - this has been managed by other savings within the service.
Total	Infrastructure	(5,679)	(5,127)	552		

Ref	Place & Community Wellbeing	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
ML S1	Borough Theatre - Reduced production days (3 days a week)	(50)	(50)	0		
ML S5	Increase Income across the four Leisure Centres	(150)	(150)	0		
ML S7	Lease Old Station Tintern	(30)	(30)	0		
ML S9	Externalise Markets Waste Collection	(20)	(20)	0		
ML S13	S106 - Increase office time recharge	(24)	(24)	0		
ML S14	Rights of way - Charge officer time to capital	(20)	(20)	0		
C&P S2	Request to WG to increase statutory planning application fees by 25% - Consultation Autumn - potential uplift for 1st April or 1st October	(100)	(25)	75		Fees uplifted from 1st December 2025
C&P S3	Increase car park fees by 10%	(180)	(180)	0		Carparking fees have been increased and delivering the saving the income pressure declared
C&P S15	Increase Building Control Fees	(32)	(32)	0		Fees have been uplifted.
Total	Place & Community Wellbeing	(606)	(531)	75		

Ref	People, Performance and Partnerships	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		

CEO S2	Welsh Language translation	(82)	(82)	0		Entered SLA with Torfaen in October - current forecasts project that this saving will be achieved.
CEO S4	New staffing model in Systems and Payroll	(22)	(22)	0		Achieved
CEO S5	Implement Apprentice First approach	(8)	0	8		Not achieved in 2025/26
CEO S8	End membership of New Local from June 2025	(15)	0	15		Not achieved - decision made by senior leadership to continue with membership
ML S12	Phase 2 - Restructure	(38)	0	38		Not Achievable
Total	People, Performance and Partnerships	(165)	(104)	61		

Ref	Legal & Governance	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
LG S1	Cancellation of LLG Training	(1)	(1)	0		Achieved
Total	Legal & Governance	(1)	(1)	0		

Ref	Resources	Budgeted Saving	Realised Savings	Variance		Comment
		£000	£000	£000		
RES S1	Cease our Cyber Security Insurance provision	(98)	(98)	0		Achieved - insurance cover has ceased.
C&P S13	Building Cleaning - Release of recurrent service saving	(20)	(20)	0		Achieved
RES S3	Freeze/Remove Head of Digital, Design & Innovation Post (Net of cover/honoraria arrangements)	(64)	(64)	0		Achieved - Post deleted

RES S5	Finance - HB penalty will reduce as Severn view comes online and temporary accommodation reduces	(250)	(250)	0		Reduction in B&B usage (currently 2) has had a beneficial impact on reducing the HB subsidy penalty. Saving made in full.
RES S6	Finance - HB penalty reduction as a result of a further reduction in the remaining B&B portfolio.	(100)	(100)	0		
RES S7	Reduction in Chief officer admin Support (0.6 FTE)	(23)	(23)	0		Achieved - Post deleted
Total	Resources	(555)	(555)	0		

Appendix 4 - Capitalisation directive 2025/26

Directorate	Expenditure	Justification to capitalise	Amount £000s
Infrastructure	PTU Software - Route / pupil optimisation.	Driving a digital approach	22
Learning, Skills & Economy	System software implementation	Driving a digital approach	50
Resources	Implementing digital design & innovation	Driving a digital approach	536
	Sub-Total Driving a digital approach		608
All	Capitalisation of redundancy costs - non-schools	Funding the cost of service reconfiguration	137
All	Capitalisation of Pension Strain linked to redundancies	Funding the cost of service reconfiguration	432
Infrastructure	Investment in Decarbonisation team	Funding the cost of service reconfiguration	106
Learning, Skills & Economy	Capitalisation of redundancy costs - schools	Funding the cost of service reconfiguration	304
Infrastructure	Transport - Move to electric/Hydrogen fleet	Funding the cost of service reconfiguration	141
Resources	Waste - Service Transformation costs	Funding the cost of service reconfiguration	195
Infrastructure	Homelessness Prevention Project	Funding the cost of service reconfiguration	200
Social Care & Health	Supported Living project	Funding the cost of service reconfiguration	90
Learning, Skills & Economy	Investment in SRB placements to provide more in-county provision.	Funding the cost of service reconfiguration	300
People, Perf, and Part / Law & Gov	Improvement, Transformational change & organisational development team	Funding the cost of service reconfiguration	434
	Sub-Total Funding the cost of service reconfiguration		2,338
Social Care & Health	Joint Local authority working (GWICES, Sc. 33, Frailty, regional safeguarding board, Gwent foster fee harmonisation and care home pooling)	Integrating public facing services across two or more public sector bodies	143

Infrastructure	Passenger Transport - Sharing Senior Management with Newport CC	Integrating public facing services across two or more public sector bodies	42
Social Care & Health	Deprivation of liberty safeguards	Integrating public facing services across two or more public sector bodies	133
	Sub-Total Integrating public facing services across two or more public sector bodies		318
Infrastructure	Procurement SLA with Cardiff	Sharing back-office and administrative services	283
	Sub-Total Sharing back-office and administrative services		283
	Total		3,547

Appendix 5 - Movement in school balances			
School (Surplus) / Deficit	Opening Balance	Movement	Closing Balance
Caldicot Comprehensive	267,256	478,145	745,401
Chepstow Comprehensive	1,130,575	-242,537	888,038
Monmouth Comprehensive	-31,922	69,213	37,291
King Henry 3-19 School (Middle)	1,386,169	855,265	2,241,434
Mounton House Special School	0	153	153
Cross Ash Primary School	-14,677	59,568	44,891
Durand Primary School	-93,396	-15,971	-109,367
Gilwern Primary School	15,717	53,268	68,985
Goytre Fawr Primary School	-43,645	38,438	-5,207
Llandogo Primary School	-7,412	-15,789	-23,201
Llantilio Pertholey CiW Primary School (VC)	-74,764	84,480	9,716
Llanvihangel Crucorney Primary School	-83,609	22,352	-61,257
Magor CiW Primary School (VA)	-206,124	15,521	-190,603
Overmonnow Primary School	255,229	97,681	352,910
Raglan CiW Primary School (VC)	-161,289	52,623	-108,666
Rogiet Primary School	169,213	74,546	243,759
Shirenewton Primary School	-130,917	-31,758	-162,675
St Mary's RC Primary School (VA)	-70,363	26,269	-44,094
The Dell Primary School	158,181	19,118	177,299
Thornwell Primary School	168,782	28,604	197,386
Trellech Primary School	-92,530	-20,008	-112,538
Undy Primary School	-142,211	86,896	-55,315
Usk CiW Primary School (VC)	-19,112	10,785	-8,327
Ysgol Gymraeg Y Fenni	286,080	-46,460	239,620
Archbishop Rowan Williams CiW Primary School (VA)	-82,144	-10,668	-92,812
Ysgol Gymraeg Y Ffin	75,216	116,563	191,779
Ysgol Gymraeg y Trefynwy	88,855	-73,555	15,300
Deri View Primary School	0	0	0
Cantref Primary School	-101,495	-50,893	-152,388
Osbaston CiW Primary School (VC)	63,807	-14,277	49,530
Dewstow Primary School	-6,305	-97,491	-103,796
Our Lady & St Michael's (OLSM) RC Primary School	53,889	19,015	72,904
Pembroke Primary School	-268,044	-30,730	-298,774
Kymin View Primary School	63,486	-41,025	22,461
Llanfoist Fawr Primary School	-87,620	67,157	-20,463
Castle Park Primary School	-18,741	36,655	17,914
Pupil Referral Unit	1,645,178	1,167,499	2,812,677
Total	4,091,313	2,788,651	6,879,964

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Appendix 6 - Projected revenue reserves	31 March 2025	31 March 2026	31 March 2027	31 March 2028	31 March 2029	31 March 2030
	£000's	£000's	£000's	£000's	£000's	£000's
Council Fund	10,885	11,953	12,849	13,813	14,849	15,963
School Balances	-4,092	-6,880	-6,880	-6,880	-6,880	-6,880
Total General Fund	6,794	5,073	5,969	6,933	7,969	9,082
Invest to Redesign Reserve	1,236	1,236	521	355	287	287
IT Reserve	807	956	709	606	503	400
Priority Investment Reserve	405	405	0	0	0	0
Programme of Change	350	603	496	496	496	496
Capital Support Reserve	250	250	250	250	250	250
Earmarked Investment Reserves	3,048	3,450	1,976	1,707	1,536	1,433
Insurance & Risk Management Reserve	925	992	992	992	992	992
Fixed Assets Disposal Costs Reserve	314	314	314	314	314	314
Treasury Equalisation Reserve	590	590	590	590	590	590
Redundancy & Pensions	681	681	593	505	417	329
Pay Inflation Award	130	130	130	130	130	130
Risk Mitigation reserve	0	2,500	2,500	2,500	2,500	2,500
Earmarked Risk Reserves	2,640	5,207	5,119	5,031	4,943	4,854
Electrons Reserve	261	261	311	186	236	286
Youth Offending Team	150	150	150	150	150	150
Building Control trading reserve	-12	0	0	0	0	0
CYP maternity	324	215	215	215	215	215
Local Resilience Forum Reserve (Gwent PCC Tfr)	117	111	111	111	111	111
Ukrainian Support Reserve	1,072	826	626	626	626	626
Sub-Total Partnership Reserves	1,912	1,564	1,414	1,289	1,339	1,389
Museums Acquisitions Reserve	36	36	36	36	36	36
Grass Routes Buses Reserve	181	186	191	196	201	206
Plant & Equipment reserve (Highways)	203	353	353	353	353	353
Solar Farm Maintenance & Community Fund	204	227	100	123	146	169
Waste risk management reserve	0	1,667	1,667	1,667	1,667	1,667
Commercial investment reserve	85	476	476	476	476	476
Energy Efficiency Development Reserve	310	376	376	376	376	376
Unaccompanied Asylum-Seeking Children Reserve	351	351	351	351	351	351
Sustainability - PV Invertor Replacement	12	29	29	29	29	29
Council tax premium	809	1,587	1,741	2,171	2,628	3,113
Sub-Total Other Service Reserves	2,191	5,288	5,320	5,778	6,263	6,776
Total useable revenue reserves	16,584	20,581	19,798	20,738	22,050	23,536

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Appendix 7

Capital Budget Revisions – Grants and contributions

The Council has received a number of new capital grants and external contributions that weren't included in the original capital budget approved at the start of the year.

According to the Council's financial procedures, any changes to the capital budget that are fully funded by grants or outside contributions must be approved by Cabinet.

Whilst some of the more significant capital grant funding programmes, such as the Shared Prosperity Fund, would have been subject to a standalone Cabinet report to endorse them, for completeness this schedule includes all grant related changes to the capital programme for the whole year.

These changes are either:

- New grants or contributions that have been received, or
- Adjustments to existing grants or contributions that were already part of the budget. This could be due to final grant allocations being lower/higher than indicative values, or if the timing of expenditure differs to the grant timings.

Scheme Category and Scheme	Budget revision
Asset Management Schemes	
Abergavenny Community Hub Development	2,420.00
Abergavenny Borough Theatre Works	26,314.00
Property Acquisition for Children and Young People with Complex Needs	543,077.76
School Refurbishment Grant	1,053,498.88
Schools Repair & Maintenance Grant	250,000.00
Caldicot LC 3G Pitch Replacement	341,390.75
	2,216,701.39
School Development Schemes	
King Henry VIII - Future Schools Tranche B	1,256,628.72
Projects to Safely and Effectively Open Schools to the Community Outside Traditional Hours	174,005.00
Archbishop Rowan Williams Primary School Nursery	-4,269.51
Welsh Medium School and Nursery	-2,668,002.59
Capital Support for Learners with ALN	482,429.00
Early Years – Childcare Capital Funding	382,884.15

	-376,325.23
Inclusion	
Shire Hall/Monmouth Museum Move	236,479.69
Disabled Facilities Grants (Private)	3,805.00
Enable – Support for Independent Living WG grant	224,377.00
Direct Food Support Grant	10,100.78
Housing with Care Fund	266,200.00
	740,962.47
Infrastructure & Transport	
Road Safety Capital Grant	462,574.74
20 MPH Capital Grant	26,434.50
RRF - A4136 Staunton Road Stabilisation	450,396.00
Local Transport Fund	700,000.00
Hydach Gateway Reinstatement and Devil's Bridge Associated Works A465	-106,126.92
Woodside Usk Flood Alleviation Scheme Grant	368,000.00
	1,901,278.32
Regeneration	
Brilliant Basics Fund – WG- Tintern Welcome	-24,000.00
Local Places for Nature	106,082.12
NHLF Woodland Investment Grant	-137,774.98
NHLF TWIG Coed 6 – Goytre Hall Wood	116,368.00
Flood Recovery Funding - WG	428,000.00
	488,675.14
Other Schemes	
ATF Core Llanfoist Bridge & Meadow Links	6,000,000.00
ATF Core Consultation	137,095.96
ATF - Monmouth Wye AT Crossing	140,000.00
ATF - Monmouth Kingswood Gate AFL	350,407.33
Castle Dell Play Area Chepstow Upgrade - NLCF - Match	54,800.00
Housing Provision Borrowing Headroom	22,408.00

ATF – Multi User Route	210,000.00
ATF – Improved Cycling/Wheeling Access	60,000.00
ATF – ATNM Dropped Kerbs and Quick Wins	60,000.00
Placemaking Grant programme	1,222,412.82
UKSPF -Monmouthshire Circular Economy	20,600.00
ATF – Core Counters	30,000.00
Monmouth Sportsground Sport Courts Installation - SW	-6,404.97
Coal Tip Safety Grant - WG	10,867.50
NLCF RUR2 Llanelly Hill Hub Project	-15,912.61
UKSPF – Todays Heritage Tomorrow	26,500.00
UKSPF – Gwent Green Grid	200,000.00
UKSPF – Creative Futures	11,212.42
Granicus UKSPF	10,000.00
UKSPF – Destination For All	54,000.00
UKSPF – Abergavenny LC AEFCC	79,815.81
UKSPF – Destination Policy Impact Assessment	55,000.00
UKSPF - Town Centre Placemaking 2025-26	100,000.00
UKSPF – Monmouth Museum	63,000.00
UKSPF – Communities Budget	11,314.00
UKSPF - Caldicot Placemaking 2025-26	30,000.00
EVCI & ZEV Grant	47,180.61
Chepstow Railway Station - Refurbishment of Existing Grade 2 Listed Toilet Block	5,227,320.00
Flood & Coastal Erosion Risk Management Grant	235,000.00
Chepstow Play Parks - (WG Funded)	137,497.28
Optimised Retro Funding Housing Grant	35,000.00
Social Care Case Management System Replacement	59,097.91
	14,678,212.06
	19,649,504.15

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SUBJECT: Draft Self-Assessment of performance of the Council's Community and Corporate Plan Objectives 2025/26

MEETING: Performance and Overview Scrutiny Committee

DATE: 30th June 2026

DIVISION/WARDS AFFECTED: All

1 PURPOSE:

- 1.1 To present the committee with an overview of the council's performance in delivering the objectives set in the Community and Corporate Plan during 2025/26. This will inform the development of the full self-assessment report that will be presented to full Council in September.

2 RECOMMENDATIONS:

- 2.1 That the committee uses the overview of progress presented at the meeting to scrutinise the council's performance during 2025/26 and agree any areas they would like to examine in greater depth as part of their forward work programme.
- 2.2 That the committee provides feedback to help shape the development of the final self-assessment report which will be presented to Council in September.

3. KEY ISSUES:

- 3.1 Monmouthshire County Council has a clear purpose to be a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. This is underpinned by six well-being objectives. These form part of the Community and Corporate Plan approved by Council in 2023. As well as tracking progress of the objectives throughout the year, we undertake an annual self-assessment exercise. This ensures we can learn, understand where we need to make improvements and target actions accordingly. It also allows us to be held to account for delivery of our priorities.
- 3.2 An initial assessment of performance in meeting these objectives during 2025/26 has been undertaken. This has been informed by updates in Service Business Plans, discussions with officers and reports to committees, such as those presented to Performance and Overview Scrutiny Committee. Information has been collated and shared with Directorate Management Teams during self-assessment workshops, allowing performance to be discussed and challenged, where necessary.
- 3.3 The presentation shared today provides an overview of the initial findings as a result of the self-assessment process so far. Sharing findings during early stages of the process enables members to share their perspectives on whether the findings present an accurate assessment of progress.
- 3.4 The findings will inform the self-assessment report which provides a detailed assessment of progress made in implementing the council's objectives during 2025/26. A draft of the self-assessment report will be shared with the committee via email. This will enable members to share comments on the content of the report and the accuracy of the assessment provided.
- 3.5 A final draft of the self-assessment report will be presented to Governance and Audit Committee on the 10th September. The committee has a statutory role in scrutinising the

self-assessment report to seek assurance on the effectiveness of the council's governance and performance management arrangements. The assessment will then be presented to Council on the 24th September.

- 3.6 The production of a self-assessment report is a requirement under the Local Government and Elections (Wales) Act 2021. The Act requires each local authority in Wales to keep under review the extent to which it is meeting the 'performance requirements', that is the extent to which; it is exercising its functions effectively, it is using its resources economically, efficiently and effectively and its governance is effective for securing these.
- 3.7 The Performance and Overview Scrutiny Committee has an important role in scrutinising the council's performance. The overview presented at the meeting provides an assessment of performance during 2025/26 to assist the committee in fulfilling this role. The committee may also use this presentation to identify any further areas it may want to scrutinise in more detail as part of its forward work plan.

4. RESOURCE IMPLICATIONS:

- 4.1 There are no additional resource implications as a result of this report. However, there may be implications in undertaking further actions identified in the self-assessment report. These would be subject to the usual council decision-making processes.

5. BACKGROUND PAPERS:

Local Government and Elections (Wales) Act 2021
Performance and governance of local authorities: statutory guidance
Community and Corporate Plan 2022-28

6. AUTHORS:

Richard Jones, Performance and Data Insight Manager
Hannah Carter, Performance Officer

7. CONTACT DETAILS:

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SUBJECT:	Strategic Risk Assessment
MEETING:	Performance and Overview Scrutiny Committee
DATE:	30th June 2026
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 management process ensures that strategic risks are identified and monitored by the authority; Risk controls are put in place that are appropriate and proportionate; Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The Council's strategic risk management policy and guidance and risk assessment helps ensure strategic risks are identified and assessed robustly, risk controls are put in place that are appropriate and proportionate, and risks are supported by effective mitigations to ensure, as far as possible, risk reduction/risk management.
- 3.3 Strategic risks covered by the assessment are typically 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 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 Appendix 1 provides the latest strategic risk register for the council. The 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 register. 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. The strategic risk register is a live document and is continually updated based on the latest evidence. This will include adjusting the focus, detail and risk levels of risks where necessary. Some key changes made in the last six months can be found below:
- The addition of a new risk, Risk 6, related to the possible risk of disruption to the global supply chain, including the supply of fuel, impacting the council's ability to deliver key services and projects.
 - A re-escalation of Risk 14, related to the possible risk of the rising cost of living tipping more families into crisis requiring public service interventions.
- 3.5 Cabinet agreed an updated Strategic Risk Management Policy in June 2024, including the further definition of the council's risk appetite. A period of transition in implementing the policy was agreed to allow the council time to strengthen arrangements in line with the revised policy. Arrangements have now been developed to implement the requirements of the policy. These are:
- The requirement and responsibilities to consistently produce directorate risk registers.

- The definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity.
- Updates to the strategic risk register, including the addition of risk categories, appetite levels, treat/tolerate categories and target risk scores.
- A developed risk radar, found in appendix 2, outlining some of the potential risks that Monmouthshire may face over coming years.

3.6 An overview of the strategic risk register was presented to Governance and Audit Committee on the 4th June 2026 to fulfil the committee's role of assessing the effectiveness of the authority's risk management arrangements. The strategic risk assessment was also presented to Cabinet on the 10th June 2026 to provide members with an opportunity to review the strategic risk assessment and assess whether it provides a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years. Feedback from committees is continuously considered in the update of the strategic risk register and implementation of the policy. Any key conclusions will be shared with Cabinet.

4. REASONS:

4.1 To provide timely, relevant information on strategic risks and the strategic risk management process 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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Hannah Carter, Performance Officer

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Appendix 1: Monmouthshire County Council Whole Authority Strategic Risk Assessment – June 2026

Ref	Potential Risk	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Proposed Target Risk Score	Key changes
Risks to resources					
1	Financial pressures and increased complexity of demand for services, impacts on delivering all of the council's commitments in the Community and Corporate plan, leading to longer term outcomes for the county not being achieved	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 - Medium (8)	Medium (8)	A full review of progress made in achieving organisational objectives during 2025/26 in the form of a self-assessment report will be presented to Council in September.
1b	The absence of a political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 - Medium (9)	Medium (9)	A range of actions continue to be undertaken to mitigate this risk.
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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	The latest budget update notes a forecast surplus of £1,146,000. This is a significant improvement on the £29k surplus noted in the previous update. This update also forecasts a 93.1% delivery rate of the service savings required, again an improvement on the previous update which forecast a 90.4% delivery rate.
3	Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed.	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	Capital expenditure of £50.84 million is forecast for the year, with no significant variances anticipated at the current time. The £1.3m capital contingency budget remains unallocated and will now be released and utilised to fund further capital investment in the 2026/27 capital programme.
	Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation's retention and workforce planning which may affect the delivery of Council services	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (6)	The People Strategy was approved in May 2024 which sets out a range of commitments and activity to mitigate this risk, including a focus on improving recruitment processes and ensuring retention of talent.
5	Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	A range of mitigation actions continue to be undertaken to mitigate this risk.
6	Instability in global politics and the recent war in Iran may result in disruptions to the global supply chain, including the supply of fuel, restricting the Council's ability to deliver key services and projects	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	This is a new risk recently added related to the possible risk of disruption to the global supply chain.
Risks to service delivery					
7	Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	The most recent Annual Safeguarding Evaluation Report was presented to Scrutiny in September 2025. The report evaluates the progress of the Council's key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26.
8	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A Placement Development Strategy update was presented to scrutiny in April. This outlines progress in meeting objectives including the development of four additional children's homes/supported accommodation.
9	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, to live a healthy life, enabling them to remain at home and in their communities.

10a	Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	Work continues to support schools and learners to increase attendance levels. Training has been undertaken with schools to increase awareness of drivers of low attendance.
10b	An increase in behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic may lead to harm to a pupil or member of staff	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A range of action is being undertaken to mitigate this risk, including the work of the Education Support Team which has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEX) to receive support from specialist professionals.
Risks to policy priorities					
11	Welsh Government/PEDW does not find the Replacement Local Development Plan sound or Council do not adopt the RLDP which restricts our ability to take forward key policy objective such as job creation, affordable housing development and the adoption of key policies to protect the environment and tackle climate change	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	This risk has been refocused following the endorsement of the Deposit Replacement Local Development Plan by Council in October. The Deposit Plan will now be subject to public examination from Welsh Government and Planning and environment Decisions Wales (PEDW).
12a	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (9)	Work has been progressed to develop an understanding of the scale of the change needed in striving to collectively become net zero. A costed decarbonisation plan and survey for the Council's built estate have been completed. This will provide the council with a sound understanding of the funding needed to implement change.
12b	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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A range of action is being undertaken to mitigate this risk, including the development of an updated flood risk management strategy.
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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Low (4)	Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund.
14	The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 - Medium (9)	Medium (6)	This risk has been re-escalated to the Strategic Risk Register after being previously de-escalated to be managed through directorate risk registers. This is to reflect changes to the wider economic climate which may impact the cost of living.

Monmouthshire County Council Whole Authority Strategic Risk Assessment

Risks to resources

Ref & Status	1	Risk	Potential Risk that: Financial pressures and increased complexity of demand for services, impacts on delivering all of the council’s commitments in the Community and Corporate plan, leading to longer term outcomes for the county not being achieved.											
Risk Owner and cabinet Member responsible		Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)	Strategic objective & Scrutiny Committee		All All		Risk category and appetite level		Strategic Cautious		Terminate/treat/transfer/tolerate		Treat	
Reason why Identified														
The council has an agreed Community & Corporate Plan 2022-28 that contains six well-being objectives which focus on the longer-term future of the county and aims to address complex challenges, in line with the requirements of the Well-being of Future Generations Act. The objectives include a focus on equality, climate change, economy and skills, housing, care and support and learning. The Council is facing significant budget pressures and increasing complexity in demand for its services. The contemporary policy challenges that need to be addressed, working with communities, are complex and evolving. The immediate pressures the council is facing risks impacting on the ability and resources to deliver the longer-term objectives in the plan and meeting the requirements on the Act.														
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score					
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (8)				
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8					
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8					
Mitigating Actions														
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress									
Regularly review progress made in implementing the commitments of the community and corporate plan, ensuring resource is targeted in the most pertinent areas			Strategic Leadership Team Six Monthly		A full review of progress made in achieving organisational objectives is completed annually in the form of a self-assessment report. This is developed based on a range of evidence from across the organisation. An assessment of progress made during 2025/26 will be presented to Council in September. A six-month progress report on the delivery of the community and corporate plan is also prepared following Q2 of each financial year. This provides a regular review of progress made in implementing the commitments made in the plan and facilitates targeted activity and intervention in areas requiring further development. This also includes an update on measures contained within the revised measured framework, which was approved by Cabinet in September 2024, ensuring an increased focus on outcomes. The latest progress update was presented to Cabinet in December 2025.									
Review the progress of the Enabling Strategies which support delivery of the community and corporate plan to ensure alignment of resources with policy priorities			Enabling Strategy lead officers. Annually (July 2026)		The enabling strategies which support the delivery of the community and corporate plan have now been updated. These include: the People Strategy, Medium Term Financial Strategy, Asset Management Strategy, Socially Responsible Procurement Strategy and Digital and Data strategy. These will be subject to an annual review, as outlined in each strategy, to evaluate progress and ensure they continue to support delivery of the community and corporate plan. A composite report including the annual review of each strategy was presented to Performance and Overview Scrutiny Committee in July 2025. The next review is currently being prepared.									
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 Ongoing		The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council’s long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee. The Council’s evolving programme of change, underpinned by strong financial governance, provides the strategic framework through which services will be reshaped to meet resident needs within available resources. This programme is not simply a response to financial pressures but also a proactive effort to modernise and improve outcomes. To maximise its impact, there is a requirement for coordination and discipline to how this work is captured, aligned, and reported. Doing so will help create a more coherent and connected picture of the overall programme, even though different elements are at varying stages of development.									

Engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users	Strategic Leadership Team Ongoing	The Council has undertaken a range of assessments 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 development of the Community and Corporate Plan. An annual resident’s survey is undertaken to understand resident’s views on their local area and council services. The results are analysed and used to evaluate progress with the community and corporate plan and inform future decision making in the council. An annual consultation exercise on the proposed budget is also undertaken in January/February of each year. The involvement and participation of and engagement with Monmouthshire’s community groups, public service partners, service users and residents continue to be strengthened to help further understand experiences in the County.
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Ref & Status	1b	Risk	Potential Risk that: The absence of a 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)	Strategic objective & Scrutiny Committee		All All		Risk category and appetite level		Strategic, Service Delivery Cautious		Terminate/treat/transfer/tolerate		Tolerate	
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, however this isn’t enough to form an overall majority. 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)					Target risk score				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score					
2026/27	Almost certain	Substantial	High	12	2026/27	Likely	Substantial	Medium	9	Medium (9)				
2027/28	Almost certain	Substantial	High	12	2027/28	Likely	Substantial	Medium	9					
2028/29	Almost certain	Substantial	High	12	2028/29	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 Homeseach and Culture Strategy. Scrutiny workshops are held to seek councillors’ involvement in the development of proposals. These have included 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)	Strategic objective & Scrutiny Committee	All All	Risk category and appetite level	Service Delivery Cautious	Terminate/treat/transfer/tolerate	Treat		

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, 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 remain significantly higher than seen in previous years; 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. This will be further exacerbated over the medium term by a weak growth forecast in the UK economy impacting on public sector spending. The recent war in Iran is also likely to impact both residents and Council budgets, with increases in the cost of oil and energy, food and possible risk of disruption to global supply chains. 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 projected cumulative shortfall of £37.4m by 2029/30. 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. A continuation of challenges seen during the pandemic has meant that an increasing number of our schools are experiencing budget deficits. Currently 19 out of 35 schools are anticipated to have a deficit balance at the end of the financial year, totalling a collective deficit balance of £7,517,000.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	High (12)
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12	
2028/29	Almost certain	Major	High	16	2028/29	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		The latest 25/26 revenue budget update notes a forecast surplus of £1,146,000. This is a significant improvement on the £29k surplus noted in the previous update. The improvement is primarily driven by changes in Social Care where the ability to maximise the impact of grant funding to meet core expenditure has benefited the forecast. This update also forecasts a 93.1% delivery rate of the service savings required, again an improvement on the previous update which forecast a 90.4% delivery rate. Despite the improved position in the overall budget, pressures remain within services, including Adults and Children social care and Housing and homelessness. Work will continue to deliver on the structured approach to tackling the underlying cost pressures, with particular importance assigned to tackling costs which have the ability to be recurrent for 2026/27 and beyond.					
Develop a set of budget proposals for 2026/27			Deputy CEX/Chief Officer, Resources March 2026		The budget proposals for 2026/27 were finalised and agreed by Council in March 2026. This was following a public consultation, scrutiny by members and consideration of impact of proposals on protected characteristics and groups.					
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 Ongoing		The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council’s long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee as part of six-monthly MTFP updates. The authority’s budget modelling assumptions are reviewed and updated regularly. The latest Medium Term Financial Plan (MTFP), presented to Cabinet in November 2025, estimates a budget gap of £11.5 million for 2026/27, increasing to a cumulative total of £37.4 million by 2029/30. These figures represent a positive change from the previously reported £13.6 million and £38.0 million, respectively. This update reflects updated assumptions around pay inflation, non-pay inflation, superannuation rates, and service pressures.					
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		The overall level of school reserves are currently forecast to move further into deficit by the end of the 2025/26 financial year. This would result in 19 out of 35 schools being in deficit at year-end, with a cumulative deficit balance of £7,517,000.					

		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 for both teaching and non-teaching staff have also impacted upon budgets in recent years. All schools with a deficit budget must agree a recovery plan with the Local Authority - this plan will set out clear actions that the school and Governing Body must take to see the school to return to a surplus. These plans are monitored on a frequent basis and where schools do not meet their recovery plans further challenge is provided by the Local Authority to understand the reasons and to look at mitigating actions to bring plans back on track.
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Ref & Status	3	Risk	Potential Risk that: Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed.							
Risk Owner and cabinet Member responsible		Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	Strategic objective & Scrutiny Committee	All Performance and Overview Scrutiny Committee	Risk category and appetite level	Service Delivery Cautious	Terminate/treat/transfer/tolerate	Treat		
Reason why Identified										
As with revenue budgets, Capital budgets have also faced significant pressures in recent years. Given ongoing financial constraints and rising construction costs, the Council faces significant challenges in delivering its capital investment programme. Demand for capital resources exceeds what is available, requiring careful prioritisation of projects, the pursuit of external funding, and collaboration with partners. Inflation is increasing the price of materials and contracts, while external grants have not kept pace, making affordability a key concern. The recent war in Iran may to lead to disruptions to the global supply chain, resulting in delays, the risk of possible shortages and further cost increases. The need for ongoing investment is heightened by an ageing asset base, and annual allocations are focused on tackling the most urgent maintenance and refurbishment needs, though these efforts are insufficient to fully resolve the backlog.										
Though significant projects have reached completion or progressed to contract, including the development of the school estate, there remains significant pressures that sit outside of any potential to fund them within the Capital MTFP and carry significant risk. In addition to this, there are various schemes/proposals 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.										
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.										
These significant pressures on capital budgets sit alongside changes to regional transport funding processes which may result in further decreases to available funding. This would further limit our ability to implement improvements to our key infrastructure and highways network.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	High (12)
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12	
2028/29	Almost certain	Major	High	16	2028/29	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		The Capital MTFP was updated as part of the development of the Capital Strategy in March 2025. The capital MTFP and capital strategy seek to work towards a financially sustainable core capital programme, whilst balancing the need to deliver capital investment plans in line with policy commitment and need. The current capital MTFP does not cover all the capital budget pressures that have been identified. This shows that there is more demand for capital spending than the Council considers it can reasonably afford. This means that capital schemes will have to be ranked or the capital available has to be divided more widely than is ideal. The capital programme includes yearly investment for property maintenance, highways maintenance, relevant specific capital grants and the future schools programme. This will help to deal with the most urgent backlog issues, focussing on worst condition first and related risk. However, estate rationalisation programs, closure/disposal of assets, asset transfers and other capital projects to refurbish					

		or replace operational properties will also be used to reduce the backlog funding needed. This will not solve the specific total backlog but is a way of targeting the main issues in a reasonable way. The value of Capital receipts forecast after 2025/26 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 an impact on the balance of receipts available to fund future capital investment demands in the near term. The Council has strengthened its scrutiny and challenge of the Capital Programme through the establishment of Capital and Asset Management working groups. The respective working groups look to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term.
Review and refresh the council's Capital Strategy	Deputy CEX/Chief Officer, Resources March 2026	The Council's Capital Strategy provides a framework for investment decisions, ensuring alignment with corporate objectives and promoting transparent planning. All projects are being reviewed for timing and strategic relevance, with non-urgent schemes potentially deferred to prioritise critical works or generate capital receipts. The Capital Strategy was recently reviewed and agreed at Council as part of the organisation's budget setting process.
Continue to monitor the Capital budget	Deputy CEX/Chief Officer, Resources Ongoing	Capital expenditure of £50.84 million is forecast for the year, with no significant variances anticipated at the current time. A small under spend of £35,000 is currently reported across a small number of specific grant funded schemes which has no impact on the Council's available capital funding as it is specific to individual schemes. The £1.3m capital contingency budget remains unallocated and will now be released and utilised to fund further capital investment in the 2026/27 capital programme. Capital schemes by nature are usually multi-year, and some slippage is to be expected as expenditure profiles change based on flex in project circumstances. A total of 32 capital schemes are indicating that slippage will be required into 2026/27 totalling £21.0 million. This represents slippage of just under a third of the total budget for the year. Recent experience suggests that the final amount of schemes requiring slippage will increase as the year progresses as scheme progress becomes clearer. A full review of slippage will be undertaken at year-end to establish the need for schemes to continue into 2026/27 or alternatively if any re-prioritisation is required.
Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Landlord Services Ongoing	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 the council's Landlord Services team, will continue to be used to inform prioritisation of planned capital maintenance spend. Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget. 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 have informed 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.
Deliver the Asset Management Plan to manage the Council's land and property portfolio	Head of Landlord Services Ongoing	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. An annual review of the Asset Management Plan delivery is presented to Performance and Overview Scrutiny Committee as part of wider review of the enabling strategies.
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 Landlord Services Ongoing	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. 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 provide recommendations and updates in accordance with the revised financial performance terms, as outlined in the Asset Management Strategy.

Ref & Status	4	Risk	Potential Risk that: Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation's retention and workforce planning which may affect the delivery of Council services
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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)	Strategic objective & Scrutiny Committee	All	Performance and Overview Scrutiny Committee	Risk category and appetite level	Service delivery, Governance		Terminate/treat/transfer/tolerate		Treat
						Minimalist				
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 facing considerably increased workloads to meet increasing demand and personal home-based factors such as financial strains due to the increased cost of living.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (6)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	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		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, have seen reductions in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities. The People Strategy was approved by Cabinet in June 2024 and contains a specific objective, and actions, aimed at improving recruitment and retention. An e-recruitment system has been implemented to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility. The HR team are also utilising different social media channels to reach applicants. A new work experience and apprentices’ policy has been developed and will seek to increase the number of apprentice positions, creating a new pipeline of talent. People Leaders Workshops are supporting the sharing of information with service areas and promote networking and sharing ideas. 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.					
Develop the support mechanisms to support staff wellbeing			Head of Organisation Workforce Development Ongoing		Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors. Supporting the health and well-being of our colleagues is a key objective of the People Strategy. 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. An audit has been undertaken of the council’s wellbeing offer and location of access allowing for consolidation and ease of access for all colleagues. Opportunities for further support are being explored. Options for providing support and guidance to colleagues in relation to financial wellbeing are also being assessed. The Digital ‘Cwtch’ continues, although less frequently. 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. Colleague Conferences have also been held to bring staff together and allow colleagues to engage in meaningful discussions that will help us find innovative solutions to improve our operations and better serve our communities.					
Embed workforce planning to ensure the right skills, expertise and knowledge are available for future changes			Chief Officer People, Performance & Partnerships Ongoing		The new People Strategy has created a clear commitment to embed workforce planning across the organisation. This is aimed at addressing shortages and ensuring career pathways are in place. New arrangements within the HR team will ensure that HR business					

		partners can continue to play an active role in strategic discussions at Directorate Management Teams to ensure effective workforce planning. The development and retention of existing staff is an essential component of workforce planning. Action to retain colleagues includes promoting career development opportunities to ensure that talent stays in local government. A new work experience and apprentice policy has been developed to create a new pipeline of people being recruited and trained to supply the workforce of the future. A learning management system (Thinqi) has now been rolled out to all staff; this provides a centralised training and development area for officers, and includes a host of learning resources for staff as well as the opportunity to book face to face and digital/online training.
Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it	Head of Organisation Workforce Development Ongoing	The colleague appraisal scheme has been redesigned to allow all colleagues to engage in performance discussions with their line manager. This process facilitates both a training needs and skills analysis. A Leader/Manager Developmental Pathway is being created. This pathway will comprise of a number of modules including meaningful staff/line manager engagement and communication. 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. The Colleague Survey provides feedback loops to ensure colleagues requirements are being met.

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													
Page 01	Risk Owner and cabinet Member responsible		Sian Hayward (Head of Information, Technology & Security) and Cllr Ben Callard (Cabinet Member for Resources)		Strategic objective & Scrutiny Committee		All Governance and Audit Committee		Risk category and appetite level		Information Governance, Service delivery Averse		Terminate/treat/transfer/tolerate		Tolerate	
	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)					Target risk score					
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score							
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8							
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8							
2028/29	Likely	Major	High	12	2028/29	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 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 is taken to Governance and Audit Committee to provide assurance to the committee that the arrangements in place are robust.
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Ref & Status	6	Risk	Potential Risk that: Instability in global politics and the recent war in Iran may result in disruptions to the global supply chain, including the supply of fuel, restricting the Council’s ability to deliver key services and projects							
Risk Owner and cabinet Member responsible		Peter Davies (Deputy Chief Executive), Cath Fallon (Head of Strategic Change, Partnerships and Procurement) & Cllr Ben Callard (Cabinet Member for Resources)	Strategic objective & Scrutiny Committee	All All	Risk category and appetite level	Service delivery, Economic Cautious	Terminate/treat/transfer/tolerate	Tolerate		
Reason why Identified										
In recent years, the world has experienced growing instability in geopolitics and international relations. This volatility has had direct consequences for international markets, and has driven a growth in economic uncertainty. As supply chains have become more globalised and specialised, they have also become more vulnerable to disruption. These vulnerabilities were clearly exposed during and after the Covid-19 pandemic, when global shortages of essential goods—including medical supplies, construction materials, and electronic components—highlighted the fragility of supply chains. Although some sectors had begun to stabilise, wider global instability has continued to create uncertainty for public bodies and businesses alike. The recent war in Iran has intensified these pressures. Disruption in the region has already contributed to increases in oil and energy prices, placing additional strain on national economies and further inflating operational costs for public services. Rising energy prices also affect the wider economic environment, increasing transportation and production costs across multiple sectors. Agriculture and food production are similarly impacted. Higher energy prices increase the cost of fertilisers, transportation, and processing, which can feed into higher food prices for consumers. As global shipping routes face potential disruption or restrictions, the possible risk of delays and shortages may become more common, particularly shortages in fuel. This may restrict our ability to deliver services reliant on fuel, such as home care, refuse collection or home to school transport. These challenges are likely to affect everyone, including the Council’s projects and service delivery. Disruptions in the global supply chain could lead to delays in construction projects, increased costs in procurement, challenges in sourcing essential goods and materials, and reduced resilience across service areas. These pressures may also affect commissioned services and partners, potentially influencing contract delivery, pricing, and availability. As a result, the Council could face increased financial challenges, greater difficulty planning long-term projects, and a reduced ability to respond effectively to local needs.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	High (12)
Mitigating Actions										
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress					
To work with national, regional and local partners through emergency planning arrangements to assess and prepare if needed for any risks related to fuel supply			Emergency Planning Manager Ongoing		We are working with partners through the Gwent Local Resilience Forum to prepare and respond to potential risks with a focus on ensuring business continuity of services.					

Risks to service delivery

Ref & Status	7	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		Jane Rodgers (Strategic Director Social Care and Health), Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Ian Chandler (Cabinet	Strategic objective & Scrutiny Committee	A Connected Place Where People Care People Scrutiny Committee	Risk category and appetite level	Safeguarding Averse	Terminate/treat/transfer/tolerate	Tolerate		

	Member for Social Care, Safeguarding and Accessible Health Services)								
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 social care system is facing increased pressures with more complex presentations and increased vulnerability within communities. This demand pressure, alongside ongoing resource and workforce challenges, impacts on the council’s ability to protect children and adults who are at risk.									
Care Inspectorate Wales (CIW) continue to inspect and conduct assurance checks of our services. Recommended areas of improvement from reviews have been recognised by the council and inspection action plans developed.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2026/27	Possible	Major	Medium	8	2026/27	Possible	Major	Medium	8
2027/28	Possible	Major	Medium	8	2027/28	Possible	Major	Medium	8
2028/29	Possible	Major	Medium	8	2028/29	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, Annual Evaluation		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 scrutiny committee in September 2025. The report evaluates the progress of the Council’s key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26. The report evaluates the cornerstones of safeguarding in Monmouthshire - 3 areas of safeguarding arrangements are assessed as Level 5 Very Good– and 2 areas as Level 4 – Good. 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 Core Data set has been agreed by Whole Authority Safeguarding Group (WASG). Moving forward, this should provide increased opportunity to inform WASG members of safeguarding performance at a whole authority level including safe workforce practices, preventative safeguarding and compliance with statutory safeguarding processes.				
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, Annual Evaluation		The Whole Authority Safeguarding Group [WASG] has continued to meet bi-monthly on a digital platform. The group ensures that corporate Safeguarding has oversight at a senior level, with membership from each directorate lead. These meetings identify safeguarding concerns and themes; share knowledge around safeguarding issues and, where required, promote a strategic and coordinated approach. The WASG ensures that any actions arising from the annual evaluation are taken forward. Despite resource pressures across directorates and capacity issues within the Safeguarding Unit, safeguarding has remained a priority for the Council with key strengths within directorates and across council relationships. The SAFE (Safeguarding Assessment Framework for Evaluation) process has continued to roll out across directorates and reviews have taken place in a timely manner. The Safeguarding Unit continues to be available to offer support and advice as well as being the conduit for new and developing safeguarding policy and guidance from the Regional Safeguarding Board. Issues raised within the previous SAFE assessment led to the strengthening of support in the safe recruitment process. The Safeguarding Unit also ensures that regional or national safeguarding policy and guidance is implemented.				
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, that they are working well, share learning and implement any recommendations.			Chief Officer, Social Care, Health & Safeguarding Ongoing, Annual evaluation		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). The priorities set in the regional board’s annual plan are reflected in the priority work of the Council’s Safeguarding Unit. The Whole Authority Safeguarding Group continues to receive, review, and implement developments in safeguarding flowing from the outcomes of Safeguarding case reviews (SUSR) as well as regional and national policy. The Council’s safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.				

		The Council is represented in numerous operational multi-agencies safeguarding forums, including multi-agency child exploitation meetings (MACE).
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Ref & Status	8	Risk	Potential Risk that: 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 (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Strategic objective & Scrutiny Committee		A Connected Place Where People Care People Scrutiny Committee		Risk category and appetite level		Safeguarding Averse		Terminate/treat/transfer/tolerate		Treat	
Reason why Identified														
The number of contacts into the ‘front-door’ of children’s services has increased in recent years and remains high. The council is currently supporting 206 children who are looked after. The number has stabilised in recent years. The number of unaccompanied asylum-seeking children (UASC) being looked after by the local authority is currently 16.														
There remains significant financial pressures in Children’s services, particularly driven by increased Counsel costs, increasing costs of placements and reductions in grant funding. The workforce position within children’s services also remains challenging, with reliance on agency workers and short-term grant funded posts, which can affect continuity of social work relationships for children. Though the financial position is stabilising, it remains highly sensitive to any new high-cost demand entering the system.														
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. There is considerable instability within the placement provider market, against the backdrop of the Welsh Government’s policy commitment to eliminate profit from the care of looked after children. This creates an on-going risk for the council that is difficult to fully mitigate at present.														
Data of	Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score			
	Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score				
	2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	Medium (8)			
	2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12				
	2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12				
Mitigating Actions														
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress									
Continue to strengthen the preventative offer to support children living safely at home, with their families and communities, and continue to review and monitor the Children Looked after population in line with Welsh Government expectations around reduction			Head of Children’s services Ongoing		The council is currently supporting 206 children who are looked after. The number has stabilised in recent years. In recent years, the number of contacts into the ‘front-door’ of children’s services has increased and remains high. The focus is on keeping children safe, which can mean there is less time for strength-based engagement with parents and children. 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 they need. Services are in place to support the rehabilitation of children following periods of being looked after e.g. Families Re-connect; 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. Family support has been further strengthened to provide intensive community supervision and support to children. The focus remains on practice development and working with families to support strengths, manage risks and achieve good outcomes, reducing the need for children to be looked after. An additional focus is to increase resilience within Child Protection services to work with increased levels of risk and vulnerability within the community.									
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 Ongoing		A commissioning and placement strategy has been developed, with a specific emphasis on the development of in-county residential and support living accommodation. This is aligned with Welsh Government’s ambition to eliminate profit from children’s care. As part of the development of the strategy, demand has been mapped and placements designed as a result of this exercise. Two projects have been completed providing aged 16+ supported accommodation for five placements and a four-bed residential children’s home. In addition, two further therapeutic children’s homes have been completed. Two further projects are being developed, one children’s									

		residential home and a further aged 16+ supported accommodation. This is improving the availability of placements and helping to ensure children and young people can remain close to their communities. Children Services continue to explore the market for a suitable and appropriate property to develop a further 3 /4 bed, 16+ supported accommodation service. This has proven challenging, not only due to issues of location and affordability, but also because several properties assessed have presented complications relating to Land Registry status, restrictions, and covenants that limit their potential use. Work remains ongoing to identify a viable option that meets the needs of the service and complies with all legal and regulatory requirements. The service area continues to review the demand of placements against the work undertaken by the service in line with the Reduction of Children Looked After Strategy and Placement Commissioning Strategy. Children Services continue to plan for each child and a “horizon” list is kept to identify children who may need, at some point, to be accommodated. Predicting demand, however, remains a challenging and dynamic process, complicated by uncertainty within the care market nationwide.
Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.	Head of Children’s Services Ongoing	The recruitment and retention of foster carers remains an area of significant challenge. 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. Over recent years progress in increasing the number of in-house foster carers has been slow, despite considerable effort and attention. This is because of the net effect of carers leaving, often through retirement. In March 2025 a decision was passed to improve the overall support and financial offer to Monmouthshire foster carers, including increasing the allowance paid and applying council tax reduction. This has resulted in a recent uptick in the number of carers going through the assessment process. However, there remains an over-reliance on private and independent providers and increased uncertainty and potential insufficiency of placements given the new legislation (Health and Social Care Act).

Data of	Ref & Status	9	Risk	Potential Risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to high demand and complexity of cases						
	Risk Owner and cabinet Member responsible	Jane Rodgers (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)		Strategic objective & Scrutiny Committee	A Connected Place Where People Care People Scrutiny Committee	Risk category and appetite level	Safeguarding Averse	Terminate/treat/transfer/tolerate	Treat	
	Reason why Identified									
	The longer-term impact of the pandemic, together with the ageing demographic has increased the complexity of referrals into Adult Services. As a result, services are under considerable pressure, particularly given the added challenges of the Council’s financial situation and the pressures within partner agencies, particularly health. There are waiting lists in place for social care assessments and some people are having to wait for services they need, including for reablement, care at home and mental capacity act assessments. There has also been an increase in the number of residential care placements due to the complexity of people’s needs. The availability of workforce in some key posts remains a risk - specifically mental health practitioners, direct carers and therapies. There is insufficient capacity within the current core workforce structure to meet the demand pressures, particularly at times of peak demand associated with hospital discharge (for example). The medium term 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)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	Medium (8)
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		Ensuring that there is a sufficient workforce has been a risk for some time, particularly in key posts around direct care, mental health, team leader posts and occupational therapy. The perceptions of working in social care tend to be negative; recruitment is focussed on counteracting these negative perceptions and demonstrate the opportunities, career progression, work life balance and job satisfaction that people experience who work within the sector. Generally, the workforce in Adults social care remains stable, however attraction					

		and recruitment of people into the social care sector, particularly in some roles, continues to be a challenge. Workforce planning remains a priority within the service to ensure that scarce resources are utilised in the best way possible.
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 and Head of Adult Services Ongoing	There are on- going regional and local 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 particular within hospital discharge; supporting people with frailty to remain well at home, and ensuring the development of effective early help and preventative services via the Integrated Wellbeing Network. Establishing targeted early help and ensuring there are good pathways between social care and community based wellbeing support is central to trying to mitigate demand pressures over time.
Increase focus on preventative services such as reablement and in-house care	Chief Officer, Social Care & Health Ongoing	There is increased capacity to provide reablement services to those who would benefit from it. While this is good progress the aim is to improve this further. In line with the aims of the commissioning strategy the focus is on further increasing the availability of in-house home care to support reablement as opposed to providing long term care, and to increase the number of people accessing the opportunities that reablement provides. Over time this should help to mitigate demand pressures. A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, particularly vulnerable or older residents who are likely to need to enter the social care system, to live a healthy life, enabling them to remain at home and in their communities.
Monitor requests for services to ensure demand is being met and delays are minimised	Chief Officer, Social Care & Health Ongoing	On-going pressure across the social care and health system, together with workforce shortages in some areas, has meant that there are continued 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. Case reviews are being undertaken, 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. Access to care and support is not always timely; however, overall, there is increased capacity across home care which has assisted in supporting 96% of demand in the last year. Action is being undertaken to ensure that home care runs, both in-house and provider services, are coordinated as efficiently as possible. The commissioning strategy is being implemented to strengthen locality based provision of home care and increase capacity into rural areas.
Implement a 'place-based' approach to create sustainability in care at home services	Chief Officer, Social Care & Health – As per commissioning strategy	The Council remains committed to developing a more sustainable care at home sector for the future. A comprehensive strategy for commissioning homecare through increased block purchasing has been developed. The first procurement exercise under the new strategy has commenced in the south of the county. The micro-care project within Monmouthshire continues to support the self-employed carers to develop their businesses. This is increasing care and support capacity across the county and allowing people increased choice and control over how they receive support.
Ensure the long-term sustainability of social care providers	Chief Officer, Social Care & Health & Head of Public Protection Ongoing	It is vital that social care providers are able to provide care and support and as such the council has a role in ensuring their financial sustainability through fair fee negotiations and supporting with recruitment and training. The Council has built positive relationships with local providers and intervenes and provides support where difficulties emerge. There is effective contract monitoring in place, based on partnership approaches. The position in Monmouthshire, whilst challenging, has seen very few providers withdraw their services and most have managed to weather the difficulties around recruitment and retention with the social care sector. Positively home care services have increased and there has been a reduction in the number of people waiting and the average length of wait time.

Ref & Status	10a	Risk	Potential Risk that: Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment					
Risk Owner and cabinet Member responsible		Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education)	Strategic objective & Scrutiny Committee	All People Scrutiny Committee, Performance and Overview Scrutiny Committee	Risk category and appetite level	Strategic Minimalist	Terminate/treat/transfer/tolerate	Treat
Reason why Identified								

The pandemic caused widespread disruption to learning, with a significant effect on both teachers and learners. 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 (eFSM) remains a concern. There is variation in eFSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.

Attendance levels have been particularly affected. Though attendance at a primary level has returned to pre-pandemic levels, attendance in our secondary schools remains below levels seen before the pandemic and an area for concern. Attendance of those eligible for free schools meals remains below pre-pandemic levels and below those of their peers not eligible for free school meals. The low attendance of those eFSM has been identified by Estyn as an area for concern in one of our secondary schools. We need to increase attendance for those eFSM to ensure no pupil is left behind.

Ensuring pupils return to school, and understanding the barriers to prevent them doing so, will be key to ensuring our learners are achieving their potential.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (8)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8	
Mitigating Actions										
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress					
Implement the new Attendance and Engagement Policy and processes			Head of Attainment		The Local Authority Attendance and Engagement Policy has been updated to encompass all aspects of the Engaging, Belonging and Participating guidance issued by Welsh Government in October 2023. This has now been rolled out to all schools. The policy provides a graduated approach for schools and the pupil referral service (PRS) to support improvements in attendance, through the consistent application of effective school-based strategies, well-established systems and processes such as: targeted support for pupils and their families from Education Welfare Officers (EWOs) and Family Liaison Officers (FLOs); bespoke support for pupils to re-integrate into school after a period of absence; targeted interventions to improve attendance and reduce persistent absenteeism, particularly for vulnerable pupils; support for pupils and families who elect for an education at home; a robust approach to managing pupils missing from education; advice and guidance including an Attendance Toolkit and Emotionally Based School Avoidance (EBSA) guidance; close collaboration with key services such as inclusion, social services, health and the police. Alongside the policy, the team have created a handbook for schools to summarise the roles and responsibilities in the new policy, the graduated response for attendance, model policy and the local code for fixed penalty notices and prosecutions. The Education Welfare Service have also prepared training for governors as they implement the new policy.					
			Ongoing							
Work with schools through the Education Welfare Service (EWS) to ensure that pupils attend school regularly and are able to access excellent teaching and learning			Head of Attainment		The Education Welfare Service (EWS) regularly analyses a wide range of attendance data to track and monitor levels of attendance for schools and groups of pupils, including those eligible for free school meals (FSM), ALN, and those who are persistently absent. This enables them to identify trends across the LA and evaluate the impact of their support on school attendance over time. This work forms the basis of consultation meetings and supports schools to reflect appropriately on their own data so that they evaluate the impact of their work to plan and implement long-term strategies to improve pupils’ attendance. The EWS hold consultations with secondary schools and the Pupil Referral Service (PRS) fortnightly, and primary schools half-termly. These meetings provide worthwhile opportunities for EWOs to challenge individual schools on the impact of their strategies to improve pupil and whole school attendance and understand the reasons behind cases of school absence. These discussions also include a review of individual cases to ensure interventions are appropriate, check attendance coding, carry out official register checks. This identifies pupils where non attendance is a concern and a potential consideration for intervention and enables EWOs to provide appropriate advice, guidance and undertake planned interventions in a timely manner.					
			Ongoing							
Work with schools and partners to better understand drivers of low attendance			Head of Inclusion		Extensive multi-agency work has enhanced the understanding of, and support offered, around emotionally based school avoidance (EBSA) by professionals, including school staff, working with pupils and their families. This focuses on early identification and preventative support so that timely intervention occurs to promote positive outcomes and improve attendance, to prevent entrenched patterns of EBSA and persistent absenteeism. The local authority uses a multi-agency Inclusion Panel and the Fair Access Panel to seek clarification on the most appropriate next steps or provision for particular groups of learners where low attendance or learner engagement are barriers to learning. The local authority fosters positive relationships through a range of approaches of which attendance is a key feature. Family Liaison Officers (FLOs) promote good relationships within schools and the community and link closely with wider Community Focused Schools (CFS) work. They work with pupils, families, schools and community agencies such as food banks, and ensuring families are accessing services they may need. This collaborative working supports better engagement with schools, improves communication and helps to					
			Ongoing							

		overcome barriers to attendance. CFS colleagues also use school spaces to develop and promote school community engagement for families through the provision of school uniform support and community gardens.
Support pupils' wellbeing and address barriers to learning	Head of Inclusion Ongoing	The whole school approach to emotional and mental well-being has been implemented which helps schools to understand how they are best placed to promote well-being. This has been introduced in a phased approach and increased the number of schools engaged in the approach from 43% to 74%. This is increasing the support available for the well-being needs of pupils and has a significant effect on children's attendance and achievement in school. All schools and settings are engaged with Emotional Literacy Support Assistants (ELSAs), and there are currently 67 practicing ELSAs who access regular supervision, operating across all but one school in the county, making a positive impact on the emotional literacy of pupils. Schools are also engaged in professional learning related to Emotionally Based School Avoidance (EBSA); Trauma Informed Approaches; and Autism; currently 94% of schools are engaged.

Ref & Status	10b	Risk	Potential Risk that: An increase in behaviours that challenge in schools which may lead to harm to a pupil or member of staff								
Risk Owner and cabinet Member responsible		Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education)	Strategic objective & Scrutiny Committee		All People Scrutiny Committee, Performance and Overview Scrutiny Committee		Risk category and appetite level		Safeguarding, Health and Safety Averse	Terminate/treat/transfer/tolerate	Treat
Reason why Identified											
Monmouthshire is currently experiencing high levels of exclusions, particularly Fixed Term Exclusions (FTE), and this presents a risk to the positive engagement and outcomes for children / young people and increasing pressure on local authority services and provisions. Local authorities across Wales and England have experienced similar trends post covid. The reasons for this are complex and not easily resolved. Due to improvements in the operation of the Inclusion Panel, the number of upheld Permanent Exclusions (PEx) at the end of the 24/25 academic year was zero. However, the number of FTE is continuing to increase. Of concern is that the data shows clear rises in the issue of FTE for reasons linked to violent or aggressive behaviour, this can be verbal or physical against another student or an adult.											
Despite investments in improving the capacity of the Pupil Referral Service (PRS), this service has continued to face pressure, particularly from high levels of fixed term exclusions.											
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score	
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score		
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	Medium (8)	
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12		
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12		
Mitigating Actions											
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress						
Support learners most at risk of repeat Fixed Term Exclusions or of Permanent exclusions through the Education Support Team (EST)			Head of Inclusion Ongoing		The Education Support Team was created in March 2023 and has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEx) to receive support from specialist professionals. This team have experience in responding to behaviours of concern/ challenge, an enhanced understanding of social emotional and mental health needs and additional learning needs (ALN) in a way that is trauma informed and Adverse Childhood Experiences (ACE) aware. This supportive team has enabled learners to maintain their current placement by reducing the risk of PEx by stabilising behaviours and thus reducing risk, they have supported learners to integrate into other schools via managed moves to prevent PEx and supported in year transfers of learners with prior FTE.						
Implement the outcomes of the Pupil Referral Service (PRS) review			Head of Inclusion Ongoing		The Pupil Referral Service has been reviewed. This has helped understand the current demand, while considering the future role and function of the PRS. Positive changes include increasing the capacity of the PRS through an enhanced staffing structure and improved learning environments across two Pupil Referral Units (PRUs) in the north and the south of the county. This has enabled the PRS to respond in more cases earlier to prevent permanent exclusion, by allowing for some pupils to receive input and interventions prior to a permanent exclusion, with the aim of successfully returning them to school. The renewed focus of the PRS on reintegration into mainstream school led to eight pupils returning to school during the 24/25 academic year.						
Work with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools			Vulnerable Learners Lead Ongoing		The Vulnerable Learner Lead worked with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools and to reduce exclusions (both FTE and PEx) associated with this. This funding enabled several learners at risk of PEx to avoid this outcome, including learners in their final year of school, who were able to complete their exams in school. Further multi agency work has also been undertaken to consider how to reduce FTE and PEx linked to aggression and violence amongst both pupils and towards staff. Focused efforts are underway to improve representation at multi agency meetings in schools						

		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 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.
Ensure RLDP growth ambition is met by essential infrastructure	Chief Officer Place	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 has been published alongside the Deposit Plan.

Ref & Status	12a	Risk	Potential Risk that: 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											
Risk Owner and cabinet Member responsible		Debra Hill-Howells (Chief Officer Infrastructure) & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	Strategic objective & Scrutiny Committee		A Green Place to Live Place Scrutiny Committee		Risk category and appetite level		Strategic Minimalist		Terminate/treat/transfer/tolerate		Tolerate	
Reason why Identified														
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. Despite a nation-wide climate emergency declaration and a common recognition of the importance of reducing carbon emissions, the resources provided to tackle this issue have consistently not met the scale of the challenge. A significant investment in public funding would be required if net zero 2030 is to be met.														
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)						Target risk score			
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score					
2026/27	Almost certain	Substantial	High	12	2026/27	Almost certain	Substantial	High	12	Medium (9)				
2027/28	Almost certain	Substantial	High	12	2027/28	Almost certain	Substantial	High	12					
2028/29	Almost certain	Substantial	High	12	2028/29	Almost certain	Substantial	High	12					
Mitigating Actions														
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress									
Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy			Strategic Leadership Team Timescales as per strategy		The Climate and Nature Emergency Strategy was approved by Cabinet in May 2024. This strategy is underpinned by four 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. Progress in implementing the strategy is regularly monitored by the Climate and Nature Emergency Steering Group. Support is being provide to communities to reduce their carbon emissions through circular economy projects such as Benthylg library of things and reuse shops. The Monmouthshire Local Nature Partnership (LNP) continues to share best practice and resources. This partnership developed the Monmouthshire Nature Recovery Action Plan (NRAP); the public consultation of this action plan was launched in September. The action plan provides practical and achievable actions to help reverse the decline in biodiversity and ecosystem resilience in the county. The council is a member of the Wye Nutrient Management Board Technical Advice Group which is identifying and analysing options for delivering improvements in water quality. The council also has continued involvement in the Wye Catchment Partnership to protect water quality, water quantity and biodiversity. An Usk Catchment Partnership Core Group has been established and has agreed its priorities for the draft Integrated Catchment Plan.									

Develop a decarbonisation strategy for the council's estate	Chief Officer Infrastructure Ongoing	Work is underway as part of this strategy to better understand the scale of the challenge we face in striving to collectively become net zero. A costed decarbonisation plan and survey for our built estate has been completed. This will provide the council with a sound understanding of the funding needed to implement change. The findings of this survey will be used to inform a decarbonisation strategy for the council's estate.
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Ref & Status	12b	Risk	Potential Risk that: 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)	Strategic objective & Scrutiny Committee		All Place Scrutiny Committee		Risk category and appetite level		Environmental. Service Delivery Minimalist	Terminate/treat/transfer/tolerate	Treat
Reason why Identified											
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.											
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 record high temperatures, 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.											
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score	
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score		
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	Medium (8)	
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12		
2028/29	Almost certain	Major	High	16	2028/29	Likely	Major	High	12		
Mitigating Actions											
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress						
Prepare and adapt for the impact of climate change			Strategic Leadership Team Ongoing		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. The Council is currently participating in the development of a Gwent Climate Change Risk Assessment being led by the Gwent Public Services Board (PSB), and has taken part in workshops to identify the most prominent emerging risks in this area and identify possible mitigating actions. The council is also part of broader assessments of climate risk being carried out by the Cardiff Capital Region as part of their Carbon Disclosure Project commitments. 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 developing an updated Flood Risk Management Strategy. Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). The council continues to work with partners on the LRF to make sure that we are prepared for severe weather events. Established emergency response arrangements are in place. These were utilised as part of the response to Storm Claudia, ensuring support for residents, particularly the most vulnerable. As part the reworking of the Climate Emergency Strategy, climate adaptation, which includes preparing and adapting for the impact of climate change, has been 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; 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	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		Jane Rodgers (Strategic Director Social Care and Health), Matthew Gatehouse (Chief Officer People, Performance and Partnerships) & Cllr Sara Burch (Cabinet Member for Rural Affairs, Housing & Tourism) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	Strategic objective & Scrutiny Committee		A Safe Place to Live A Fair Place to Live People Scrutiny Committee		Risk category and appetite level		Service Delivery Minimalist		Terminate/treat/transfer/tolerate		Treat	
Reason why Identified														
Welsh Government’s homelessness policy changes, though positive, have increased pressures on local authorities creating challenges largely relating to lack of accommodation and support needs. 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 accommodation, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges. There are challenges regarding the availability of temporary, supported and permanent 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 delays in implementing the RLDP. The Renting Homes Act, which came into force from 1 December 2022, has made significant changes to 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, although the current anecdotal evidence suggests the impact has not been too disruptive to date. Whilst the council has made positive progress with homeless delivery evidenced by reductions in homeless presentations and the need to provide homeless accommodation due to a more positive performance in respect of homeless prevention, identification of additional homeless accommodation and move-on to social housing, risks remain. Monmouthshire welcomed large numbers of refugees from Ukraine. Local residents have opened their homes under the Homes for Ukraine scheme. Thank You payments under this scheme are coming to an end from Autumn 2026 upon the expiry of 18 month visa extensions. Alternative accommodation may be needed 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 settled locally. All local authorities also need to find accommodation for Afghans arriving in the UK under the Afghan Resettlement Programme. A shortage of suitable and affordable accommodation, along with the challenges associated with our rurality, will affect our ability to provide suitable long-term accommodation. The widening of asylum dispersal from 2022 could place further pressure on the housing market as the council plays its part in assisting the Home Office to find short term accommodation for asylum seekers in line with UK Government Policy														
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score					
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Low (4)				
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8					
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8					
Mitigating Actions														
Mitigating Action			Responsibility Holder & Timescale		Mitigation action progress									
Prevent homelessness through Rapid Rehousing			Head of Housing, Strategic Partnerships and Reform As per Homeless Transition Plan		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. Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. The council is working with partner agencies such as the Department for Work and									

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 – risks adding additional financial pressures to households. The recent war in Iran is likely to exacerbate cost of living pressures and could draw more people into crisis. This could result in a further increase in the 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 over recent years. 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)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	High (12)
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	
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 Customer, Communication and Engagement. Ongoing.		We have undertaken extensive data analysis and qualitative research furthering our understanding of inequality at a local level and how it 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).					
Support residents with the cost-of-living crisis through ensuring they have the right advice and support			Head of Customer, Communication and Engagement. Ongoing.		The Council is 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.					
Work across the organisation to address food insecurity			Head of Customer, Communication and Engagement. Ongoing.		We continue to support community-based food insecurity interventions including community fridges. These provide an indirect source of support for those experiencing food insecurity. The number of people accessing community fridges has increased in recent years; there is a need to ensure the long-term sustainability of these interventions. 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.					
Ensure residents are made aware of opportunities, grants and other relevant information to assist with combatting the cost of living challenges through effective communication and providing up to date information through key front line services.			Head of Customer, Communication and Engagement. Ongoing.		Through the collection of services within the Head of Customer, Communication and Engagement portfolio clear communication channels are now established with key services related to this action, including; Community Development, Communication, Contact Centre and Community Hubs. Promotion and social media campaigns highlight key support to residents, as well as direct targeted work with community groups. Information is kept up to date on a cost-of-living website which front line services have access to and are able to signpost residents to for further support.					

Appendix 2 – Risk Radar

In line with Strategic Risk Management Policy, the Council has developed a risk radar. The radar outlines some of the potential risks that Monmouthshire may face over the coming years. This report draws on national and global emerging risks identified in a range of horizon scanning reports, including most prominently the World Economic Forum (WEF) global risks report, UK Government’s National Risk Register and Welsh Government’s Future Trends Report. Evidence from this will help inform risk management by highlighting the key uncertainties and challenges that may affect our organisation's objectives and operations. Consideration will be given to the annual Risk Radar Report when identifying and managing strategic risks and in the Council’s wider service planning.

A range of evidence is collated to inform the radar. An overview of risks identified on the radar can be seen below. Risks have been categorised by a main factor and timescale, some will impact across multiple factor categories and varying timescales.



Appendix 3: Strategic Risk Management – Summary

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.

Target risk scores are also used in risk assessments. These indicate the optimal risk score that could be achieved following successful mitigation, within the context of available resources. Some target risk scores may remain the same as post-mitigation risk scores; this indicates that risk scores are not able to be lowered further with available mitigation.

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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Committee / Decision Maker	Meeting date / Decision due	Report Title	Cabinet member	Purpose	Author	Date item added to the planner
Cabinet	Deferred	Pavement Café Policy	Paul Griffiths - Sustainable Economy	To adopt the pavement café policy as the basis for making decisions on applications for licences	Carl Touhig	4-Oct-22
Cabinet	07-Mar-28	Strategic Equality Plan	Angela Sandles - Engagement	To To seek Council approval of the Strategic Equality Plan 2028-2033 in line with the Public Sector Equality Duty	Pennie Walker	
Council	31-Mar-27	Welsh Language Strategy	Angela Sandles - Engagement	To approve the publication of the Welsh Language Strategy 2027 - 2032 in line with the Welsh Language Standards.	Pennie Walker	19-Feb-26
Council	05-Mar-27	COUNCIL TAX RESOLUTION AND REVENUE AND CAPITAL BUDGETS FOR 2027/28	Ben Callard - Resources	To agree the Council tax resolution and Revenue and Capital budgets for 2027/28	Jon Davies	15-Jun-26
Council	04-Mar-27	COUNCIL TAX RESOLUTION AND REVENUE AND CAPITAL BUDGETS FOR 2027/28	Ben Callard - Resources	To agree the Council tax resolution and Revenue a	Jon Davies	15-Jun-26
Council	04-Mar-27	2027/28 Capital Strategy and Treasury Management Strategy	Ben Callard - Resources	To approve the Council's 2027/28 Capital and Treasury Management Strategies, including the Minimum Revenue Provision (MRP) policy'	Jon Davies	15-Jun-26
Council	04-Mar-27	Adoption of Replacement Local Development Plan (RLDP)2018-2033	Paul Griffiths - Sustainable Economy	To consider adoption of RLDP following the public examination by PEDW	Craig O Connor	19-Feb-26
Cabinet	03-Mar-27	2027/28 Welsh Church Fund / Monmouthshire Farm treasury strategy & funding allocations	Ben Callard - Resources	To approve the 2027/28 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee. To approve the 2027/28 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.	Jon Davies	15-Jun-26
Cabinet	03-Mar-27	2027/28 Final Revenue & Capital budget proposals	Ben Callard - Resources	To update Cabinet with the consultation responses to the draft budget proposals issued by them in January 2027 in respect of the Capital and Revenue budgets for 2027/28. To make recommendations to Council on the Capital and Revenue budgets including the level of Council Tax for 2027/28. To receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves. To receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing.	Jon Davies	15-Jun-26
Cabinet	03-Mar-27	'Financial update report	Ben Callard - Resources	To provide Cabinet with an update of the progress against the Councils revenue and capital budgets for the 2026/27 financial year	Jon Davies	15-Jun-26
Council	21-Jan-27	COUNCIL TAX REDUCTION SCHEME 2027/28	Ben Callard - Resources	Present arrangements for the implementation of the Council Tax Reduction Scheme and approve it for 2027/28.	Jon Davies	15-Jun-26
Cabinet	20-Jan-27	2027/28 Draft Revenue & Capital budget proposals	Ben Callard - Resources	To set out draft revenue and capital budget proposals for financial year 2027/28. To commence a period of consultation on draft budget proposals for a four-week period.	Jon Davies	15-Jun-26
Cabinet	20-Jan-27	Caldicot Placemaking Plan	Paul Griffiths - Sustainable Economy	To consider adoption of the Caldicot Place making Plan	Craig O Connor	19-Feb-26

ICMD	13-Jan-27	LOCAL GOVERNMENT (WALES) ACT 1994 THE LOCAL AUTHORITIES (PRECEPTS) (WALES) REGULATIONS 1995 – Determination of Payment Schedule'	Ben Callard - Resources	To determine the schedule of precept payments to precepting authorities for 2027/28 as required by statute and following the results of the consultation process.'	Jon Davies	15-Jun-26
ICMD	16-Dec-26	COUNCIL TAX BASE 2027/28 AND ASSOCIATED MATTERS	Ben Callard - Resources	To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2027/28 and to make other necessary related statutory decisions.	Jon Davies	15-Jun-26
Cabinet	09-Dec-26	Financial update report	Ben Callard - Resources	To provide Cabinet with an update of the progress against the Councils revenue and capital budgets for the 2026/27 financial year	Jon Davies	15-Jun-26
Cabinet	09-Dec-26	Public Services Ombudsman for Wales (PSOW) Annual letter	Angela Sandles - Engagement	To fulfil the expectation of the PSOW that their report is brought to the attention of Cabinet.	Annette Evans	2-Mar-26
Cabinet	09-Dec-26	Strategic Risk Assessment	Ben Callard - Resources	To provide Cabinet with an overview of the current strategic risks facing the authority.	Hannah Carter	19-Feb-26
ICMD	18-Nov-26	LOCAL GOVERNMENT (WALES) ACT 1994 THE LOCAL AUTHORITIES (PRECEPTS) (WALES) REGULATIONS 1995 – Proposed Payment Schedule	Ben Callard - Resources	To seek approval of the proposals for consultation purposes regarding payments to precepting authorities during the 2027/28 financial year as required by statute.	Jon Davies	15-Jun-26
Council	12-Nov-26	Annual Director's Report for Social Care	Ian Chandler - Social Care & Safeguarding	Present the annual report to Council	Jane Rodgers	3-Mar-26
Council	12-Nov-26	Safeguarding Annual Evaluation Report	Ian Chandler - Social Care & Safeguarding	Present the annual evaluation of safeguarding across Council services	Jane Rodgers	3-Mar-26
Cabinet	11-Nov-26	2027/28 Revenue & Capital MTFP update and process	Ben Callard - Resources	To provide the latest six-monthly update of the Council's Medium Term Financial Plan (MTFP), reflecting updated assumptions, risks, and strategic context	Jon Davies	15-Jun-26
Cabinet	14-Oct-26	Financial update report	Ben Callard - Resources	To provide Cabinet with an update of the progress against the Councils revenue budget for the 2026/27 financial year.	Jon Davies	15-Jun-26
Council	24-Sep-26	Self-Assessment Report 2025/26	Mary Ann Brocklesby - Whole Authority Strategy	To seek Council approval of the self-assessment report 2025/26 to ensure that members have a clear and transparent assessment of the authority's performance during the year ending 31 March 2026 in line with requirements outlined in the Local Government and Elections (Wales) Act 2021.	Hannah Carter	10-Feb-26
Cabinet	16-Sep-26	Monmouth Wye AT Bridge Land	Ben Callard - Resources	To seek Cabinet permission to purchase land for the proposed Monmouth Wye Active Travel Bridge.	Nick Tulp	3-Jun-26
Cabinet	16-Sep-26	Local Flood Risk Management Strategy	Catrin Maby - Climate Change and Environment	To seek Cabinet approval of the new Local Flood Risk Management Strategy.	Ross Price	2-Jun-26
Cabinet	07-Aug-26	Development of Supported Accommodation Provision (Updated Business Case)	Ian Chandler - Social Care & Safeguarding	To acquire and refurbish a property in Monmouth for the purposes of developing a supported accommodation provision for care experienced young people.	Jane Rodgers	19-Jun-26
Cabinet	08-Jul-26	Financial update report	Ben Callard - Resources	To provide Cabinet with information on the Authority's final financial results for the 2025/26 financial year in respect of the revenue budget, capital programme, and associated reserves position. To update Cabinet on the early indicative progress against the 2026/27 revenue budget.	Jon Davies	15-Jun-26

Cabinet	08-Jul-26	Statutory consultation regarding Durand Nursery	Laura Wright - Education	Following the Statutory Objection Period, this report seeks to provide Cabinet with final feedback on the Statutory consultation process concerning the nursery at Durand Primary School, and asks Cabinet Members for a decision on whether proposals should proceed to implementation	Matthew Jones	5-May-26
Cabinet	08-Jul-26	Social Partnership and Public Procurement (Wales) Act 2023: Monmouthshire County Council's Annual Report	Ben Callard - Resources	To seek approval of the Social Partnership Duty Report 2026, setting out how the authority will build on existing practice and work collaboratively with trade unions to ensure compliance with the Social Partnership and Public Procurement (Wales) Act 2023.	Philippa Green	9-Feb-26
ICMD	01-Jul-26	Chief Officer decision for acquisition of plots of land for the Undy to Rogiet Severn Tunnel Junction (STJ) Links active travel route'	Ben Callard - Resources	To seek authorisation to proceed with the purchase of a defined number of parcels of land for provision for an active travel (walking, wheeling and cycling) path alongside the B4245 between Undy and Rogiet, and to request authority to agree terms to be delegated to the Chief Officer for Infrastructure and the Cabinet Member for Resources, in liaison with the Cabinet Member for Rural Affairs, Housing and Tourism. '	Madeleine Boase	
Council	25-Jun-26	Chepstow Transport Update		Cllr Pavia submitted a motion to Council requesting: 1. An update on the current status of previous commitments made by the Council in the Chepstow Transport Study 2. Available options for progressing WeITAG Stage 3 3. A clear timetable for engagement and decision-making with Gloucestershire County Council, Welsh Government and UK Government Partners. This report seeks to respond to the motion by providing the requested information.	Deb Hill Howells	5-Jun-26
Council	25-Jun-26	Code of Corporate Governance	Ben Callard - Resources	For Full Council to approve the revised Code of Corporate Governance and it's inclusion into the Councils Constitution following it's endorsement by the Governance & Audit Committee on 16/04/26.	Jan Furtek	7-May-26
Council	25-Jun-26	Re:fit Phase 2	Catrin Maby - Climate Change and Environment	To seek approval to submit a Salix loan application to enable MCC to progress with the next programme of energy efficiency works.	Deb Hill Howells	9-Apr-26
Council	25-Jun-26	Panel Performance Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To receive the Panel Performance Assessment report and the authority's response to the recommendations.	Matt Gatehouse	17-Mar-26
Cabinet	10-Jun-26	Llanfoist to Abergavenny Active Travel Bridge	Sara Burch - Rural, Tourism & Housing	To update cabinet on the progress of the Llanfoist to Abergavenny active travel bridge project and to seek approval to enter into the stage 2 contract with updated cost figures	Nick Tulp	10-May-26
Cabinet	10-Jun-26	Building the Foundations for Data and AI Enabled Public Services	Mary Ann Brocklesby - Whole Authority Strategy	To present the business case for foundational investment in data and AI infrastructure necessary to secure programme funding and deliver sustainable service benefits and outcomes.	Peter Davies	27-Apr-26

Cabinet	10-Jun-26	Investment Package for Caldicot Leisure Centre	Angela Sandles - Engagement	Consideration of proposed investment to improve facilities at Caldicot Leisure Centre	Craig O Connor	19-Feb-26
Cabinet	10-Jun-26	Strategic Risk Assessment	Ben Callard - Resources	To provide Cabinet with an overview of the current strategic risks facing the authority.	Hannah Carter	19-Feb-26
Cabinet	10-Jun-26	Allocation of Crick Road S106 Offsite Recreation Funding - Portskewett Recreation Hall and Caldicot Skatepark	Paul Griffiths - Sustainable Economy	To seek Cabinet approval for the allocation of Section 106 offsite recreation funding received from the Crick Road development towards Portskewett Recreation Hall and Caldicot Skatepark	Mike Moran	
Cabinet	20-May-26	S106 Affordbale Housing Contributions	Sara Burch	To recommend options to commit and spend some of the contributions	Louise Corbett	#
Cabinet	20-May-26	Self Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To enable Cabinet to input to the development of the authority's Self Assessment at an early stage. The assessment will subsequently be considered by scrutiny committees before being subject to a decision of full Council in September	Matt Gatehouse	20-Apr-26
Cabinet	20-May-26	Panel Performance Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To consider the Panel Performance Assessment report and the council's response to the recommendations	Matt Gatehouse	20-Apr-26
ICMD	20-May-26	REVOKING THE USK AIR QUALITY MANAGEMENT AREA ORDER 2005	Angela Sandles - Engagement	To request the Cabinet Member (Cllr Angela Sandles) to agree to the revocation of the Usk Air Quality Management Area Order 2005.	Huw Owen	9-Apr-26
Council	14/05/26	Local Resolution Protocol	Angela Sandles - Engagement	To seek Council's approval and adoption of a new Local Resolution Protocol to deal with low level member on member complaints in accordance with the guidance of the Public Services Ombudsman for Wales'	James Williams	15-Apr-26
Council	14/05/26	Appointments to Outside Bodies	Angela Sandles - Engagement	To appoint representatives to serve on outside bodies.'	John Pearson	15-Apr-26
Council	14/05/26	Appointment of Committees	Angela Sandles - Engagement	To appoint representatives to serve on outside bodies.'	John Pearson	15-Apr-26
Council	14-May-26	Representation of Political Groups	Angela Sandles - Engagement	To review the representation of different political groups on the bodies to which the Council makes appointments pursuant to Section 15 of the Local Government and Housing Act 1989.	James Williams	15-Apr-26
Cabinet	15-Apr-26	Consultation concerning the provision of Early Education at Durand Primary School	Laura Wright - Education	To provide Members with feedback following the statutory consultation process concerning proposals to replace the Local Authority Nursery with a non maintained setting at Durand Primary School	Matthew Jones	4-Mar-26
ICMD	08-Apr-26	Goldwire Lane ICMD - Prohibition of Driving Except for Access, Goldwire Lane, Monmouth	Catrin Maby - Climate Change and Environment	To seek Cabinet Member approval to proceed to make permanent the MCC Goldwire Lane prohibition of driving (except for access) traffic order	Graham Kinsella	26-Mar-26
ICMD	08-Apr-26	Welsh Church Fund Working Group	Ben Callard - Resources	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group Meeting 4 held on Thursday 05th March 2026.	Dave Jarrett	6-Mar-26

Cabinet	30-Mar-26	Proposed acquisition of land to construct a road diversion at Llanthony Valley	Catrin Maby - Climate Change and Environment	To seek Cabinet approval to the acquisition of land to enable the Highway Authority to construct a road realignment away from the land slip at Llanthony Valley.	Deb Hill Howells	19-Feb-26
Council	05-Mar-26	PUBLICATION OF PAY POLICY STATEMENT AS REQUIRED BY THE LOCALISM ACT	Ben Callard - Resources	To approve the publication of Monmouthshire County Council's Pay Policy, in compliance with the Localism Act.	Philippa Green	14-Jan-26
Council	05-Mar-26	2026/27 Capital Strategy and 2026/27 Treasury	Ben Callard - Resources	To approve the Council's 2026/27 Capital and	Jon Davies	3-Dec-25
Council	05-Mar-26	COUNCIL TAX RESOLUTION and REVENUE AND CAPITAL BUDGETS FOR 2026/27	Ben Callard - Resources		Jon Davies	3-Dec-25
Council	05-Mar-26	Corporate Parenting Strategy 2025 - 2028	Ian Chandler - Social Care & Safeguarding	Reason is to endorse a new Corporate Parenting Strategy for 2025 - 2028	Jane Rodgers	24-Oct-25
Cabinet	04-Mar-26	To agree funding options for additional work at the former Deri View Primary School Site	Ben Callard - Resources	To review and agree funding options for additional work at the former Deri View Primary school site, this needs to be completed prior to the relocation of Ysgol Y Fenni to the site.	Nikki Wellington	16-Feb-26
Cabinet	04-Mar-26	Monmouthshire Draft Local Growth Fund Investment Plan	Paul Griffiths - Sustainable Economy	To present to elected members UK Government's new Local Growth Fund and Monmouthshire Draft Fund Investment Plan.	Hannah Jones	12-Feb-26
Cabinet	04-Mar-26	Property Acquisition for use as Temporary Accommodation - withdrawn 11/02/26	Sara Burch	To seek authorisation to proceed with the purchase of a residential 3 bed property and continue to use it as a House in Multiple Occupation (HMO) to support pressures linked to the availability of temporary accommodation.	Louise Corbett	2-Feb-26
Cabinet	04-Mar-26	To consider the purchase of a Low Cost Home Ownership (LCHO) property Castlewood	Sara Burch	To consider the purchase of a Low Cost Home Ownership (LCHO) property Castlewood, Usk following receipt of the owner's intent to sell	Louise Corbett	2-Feb-26
Cabinet	04-Mar-26	Revenue and Capital Budget 2026-27 – Final proposals following scrutiny and public consultation	Ben Callard - Resources	To update Cabinet with the consultation responses to the draft budget proposals issued in respect of the Capital and Revenue budgets for 2026/27. To make recommendations to Council on the Capital and Revenue budgets including the level of Council Tax for 2026/27. To receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves. To receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing.	Jon Davies	3-Dec-25
Cabinet	04-Mar-26	2026-27 WCF/Mon Farm treasury strategy	Ben Callard - Resources	To present to Cabinet for approval the 2026/27 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee. To approve the 2026/27 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.	Jon Davies	12-Jun-25
ICMD	25-Feb-26	Submission of Section 6 Biodiversity duty report to WG	Catrin Maby - Climate Change and Environment	To submit report outlining how the Council maintains and enhances biodiversity and promote the resilience of ecosystems	Craig O Connor	7-Jan-26

Cabinet	11-Feb-26	Development of a Supported Accommodation Provision for Care Experienced Young People	Ian Chandler - Social Care & Safeguarding	To provide details and seek approval for the acquisition and refurbishing of a residential property in Monmouth for the purpose of developing a supported accommodation provision for care experienced children.	Jane Rodgers	16-Jan-26
Cabinet	11-Feb-26	26/27 Placemaking Delivery	Paul Griffiths - Sustainable Economy	To agree funding allocations for Welsh Government Transforming Towns and Pride in Place. Impact Fund.	Craig O Connor	19-Dec-25
Cabinet	11-Feb-26	2025/26 Budget - Financial update 3	Ben Callard - Resources	To provide the third update of the financial year of the Councils progress against the 2025/26 revenue and capita budget	Jon Davies	12-Jun-25
Cabinet	11-Feb-26	Cultural Strategy	Sara Burch	To determine the schedule of precept payments to precepting authorities for 2026/27 as required by statute and following the results of the consultation process.	Tracey Thomas	20-May-25
ICMD	28-Jan-26	Local Government (Wales) Act 1994 The Local Authorities (PRECEPTS) (WALES) Regulations 1995 - Determination of Payment Schedule	Ben Callard - Resources		Ruth Donovan	28-Jan-26
Council	22-Jan-26	Council Tax Reduction Scheme 2026/27	Ben Callard - Resources	The purpose of this report is to: • present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it for 2026/27. • agree to adopt the amendments to the Regulations, proposed by Welsh Government, • affirm that annual uprating amendments will be carried out each year without a requirement to adopt the whole Council Tax Reduction Scheme.	Ruth Donovan	28-Nov-25
Cabinet	21-Jan-26	Review of Nursery provision at Durand Primary School	Laura Wright - Education	To seek permission to enter into statutory consultation processes regarding proposals to replace the Local Authority Nursery at Durand Primary School with a non maintained setting.	Matthew Jones	23/12/25
Cabinet	21-Jan-26	Disposal of two farm cottages at Leechpool Holdings	Ben Callard - Resources	To seek approval for the disposal of two vacant farm cottages located in Leechpool Holdings, Portskewett, identified as surplus to requirements following internal review with services that no longer have an identified need.	Nick Keyse	26-Nov-25
Cabinet	21-Jan-26	Agree S106 Funding for Caldicot Multi-User Route that connects the newly constructed Caldicot Links/Greenway Active Travel route with the Country Park	Sara Burch	To agree additional funding for the Caldicot Multi-User Route	Colette Bosley	15-Oct-25
Cabinet	21-Jan-26	2026/27 Draft Revenue & Capital budget proposals	Ben Callard - Resources	To seek the cabinet members approval of the 2024/25 Annual Health and Safety Report including priorities for 2025/26	Jon Davies	12-Jun-25
ICMD	14-Jan-26	Annual Health and Safety Report 2024/25	Ben Callard - Resources		Kate Thompson	19-Dec-25
ICMD	14-Jan-26	Revoking the Usk Air Quality Management Area Order 2005	Angela Sandles - Engagement	To inform the Cabinet Member (Cllr Angela Sandles) of the need to revoke the Usk Air Quality Management Area Order 2005 and agree the principal steps for doing so.	Huw Owen	17-Dec-25
ICMD	14-Jan-26	Welsh Church Fund Working Group	Ben Callard - Resources	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group Meeting 3 held on Thursday 04th December 2025	Dave Jarrett	10-Dec-25

ICMD	14-Jan-26	Museum Service - Collections Rationalisation	Sara Burch - Rural Affairs, Housing and Tourism	To agree the removal of 2 collections - one of newspapers and one of books from the museum collections, to offer to more appropriate homes. (This is part of a series of similar decisions)	Rachael Rogers	2-Dec-25
ICMD	17-Dec-25	Council TaxBase 2026/27 and associated matters	Ben Callard - Resources	To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2026/27 and to make other necessary related statutory decisions.	Ruth Donovan	28-Nov-25
ICMD	17-Dec-25	Various Traffic Regulation Orders - Amendment Order No 18	Catrin Maby - Climate Change and Environment	The report seeks Cabinet Member approval to proceed with the making and implementation of the MCC Traffic Regulation, speed limit and parking regulations Consolidation Order 2019 (Amendment Order No.18) 2025	Gareth Freeman	26-Nov-25
ICMD	17-Dec-25	Annual Performance Report - Planning	Paul Griffiths - Sustainable Economy	Report the Annual Performance Report to Welsh Government	Andrew Jones	15-Oct-25
ICMD	17-Dec-25	Section 6 Report to Welsh Government on Biodiversity and resilience of ecosystems	Catrin Maby - Climate Change and Environment	Report of Councils' actions taken to help maintain and enhance biodiversity	Kate Stinchcombe/Colette Bosley	15-Oct-25
Cabinet	10-Dec-25	Approval of Placemaking Plans - Monmouth, Abergavenny, Magor and Undy	Paul Griffiths - Sustainable Economy	Approval of Placemaking Plans - Monmouth, Abergavenny, Magor and Undy	Craig O Connor	17-Nov-25
Cabinet	10-Dec-25	Strategic Risk Assessment	Ben Callard - Resources	To provide Cabinet with an overview of the current strategic risks facing the authority.	Hannah Carter	29-Oct-25
Cabinet	10-Dec-25	Community and Corporate Plan - Q2 Progress Update	Mary Ann Brocklesby - Whole Authority Strategy	To provide Cabinet with an update on the progress that has been made to deliver the commitments set out in the Community and	Hannah Carter	29-Oct-25
Cabinet	10-Dec-25	Joint Committee of the National Adoption Service and Foster Wales	Ian Chandler - Social Care & Safeguarding	Joint Committee of the National Adoption Service and Foster Wales - to consider a Deed of Variation to the current Joint Committee	Jane Rogers	24-Oct-25
Cabinet	10-Dec-25	Socially Responsible Procurement Policy	Ben Callard - Resources	1. To approve the adoption of the Socially Responsible Procurement Policy. 2. To delegate authority to approve any subsequent updates to reflect national Guidance and/ or meet new legislative requirements, to the Deputy Chief Executive and Chief Officer for Resources, in liaison with the Cabinet Member for Resources.	Cath Fallon	20-Oct-25
Cabinet	10-Dec-25	Public Services Ombudsman for Wales Annual letter 2024-25	Angela Sandles - Engagement	1) To consider the data in this letter, to understand MCC's performance on complaints, including any patterns or trends and our compliance with recommendations made by the PSOW's office. 2) To inform the PSOW of the outcome of MCC's considerations and any proposed actions on the above matters.	Annette Evans	
Council	04-Dec-25	Appointment of Paul Matthews to the board of CCR Energy Ltd			James Williams	27-Oct-25
Council	04-Dec-25	Annual Report of the Standards Committee 2024/25	Angela Sandles - Engagement		James Williams	27-Oct-25
Council	04-Dec-25	Regional Partnership Board Annual Report 2024/2025	Ian Chandler - Social Care & Safeguarding		Natasha Harris (Torfaen)	24-Oct-25
Council	04-Dec-25	Annual Safeguarding Report	Ian Chandler - Social Care & Safeguarding		Diane Corriester	18-Jul-25

Council	04-Dec-25	Director's Annual Report	Ian Chandler - Social Care & Safeguarding		Jane Rogers	18-Jul-25
ICMD	26-Nov-25	LOCAL GOVERNMENT (WALES) ACT 1994 THE LOCAL AUTHO	Ben Callard - Resources	To seek Member approval of the proposals for consultation purposes regarding payments to precepting authorities during the 2026/27 financial year as required by statute	Peter Davies	7-Nov-25
Cabinet	19-Nov-25	Medium Term Financial Plan update - November 2025	Ben Callard - Resources		Jon Davies	4-Nov-25
Cabinet	19-Nov-25	Inclusion Strategy and Additional Learning Needs Policy	Laura Wright - Education	The purpose of this report is to provide Cabinet with an opportunity to consider the Inclusion Strategy and the Additional Learning Needs (ALN) Policy to ensure that they are fit for purpose and meet the local priorities as outlined in the Learning Place section of the Community and Corporate Plan.	Morganna Wagstaff	13-Oct-25
Cabinet	19-Nov-25	Car Parking Review	Paul Griffiths - Sustainable Economy	That Cabinet endorses the following recommendations 1.That Cabinet agrees the strategic objectives for the Council's parking strategy 2.That Cabinet agrees the proposed MCC actions in response to the recommendations made in the Monmouthshire car parking review	Craig O Connor	9-Oct-25
Cabinet	19-Nov-25	Panel Performance Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To provide an update on the proposed approach for the Council's Panel Performance Assessment which is a requirement under the Local Government and Elections (Wales) Act 2021.	Matt Gatehouse	28-Aug-25
Cabinet	19-Nov-25	2025/26 Revenue & Capital Monitoring Update 2	Ben Callard - Resources		Jon Davies	12-Jun-25
Cabinet	19-Nov-25	Destination Management Plan	Sara Burch & Paul Griffiths		Collette Bosley	17-Apr-25
Council	23-Oct-25	RLDP for Adoption	Paul Griffiths - Sustainable Economy		Rachel Lewis	17-Apr-25
Cabinet	15-Oct-25	2025/26 Revenue Monitoring Update 1	Ben Callard - Resources		Jon Davies	12/76/25
Cabinet	15-Oct-25	Connect to Work and Future Focus programmes	Paul Griffiths - Sustainable Economy		Hannah Jones / Rory Clifford	21-Jul-25
Cabinet	15-Oct-25	A strategy to take forward a whole authority approach to wellbeing and prevention	Ian Chandler - Social Care & Safeguarding		Jane Rogers	19-Jun-25
ICMD	08-Oct-25	WELSH CHURCH FUND WORKING GROUP	Ben Callard - Resources	1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group Meeting 2 held on Thursday 18th September 2025.	Dave Jarrett	
ICMD	24-Sep-25	Health & Safety Annual Report	ben Callard - Resources		Kate Thompson	5-Aug-25
Council	18-Sep-25	Self-assessment 2024/25		To seek Council approval of the self-assessment report 2024/25 in line with requirements outlined in the Local Government and Elections (Wales) Act 2021.	richard Jones	10-Jun-25

Cabinet	17-Sep-25	Proposed endorsement of the Monmouthshire Local Area Energy Plan	Catrin Maby - Climate Change and Environment	Welsh Government commissioned the production of Local Area Energy Plans for Local Authority areas which will be used to develop a regional and national Energy Plan. The Local Area Energy Plan for Monmouthshire provides data on the energy requirements of the county and the transition that will be required to support carbon neutrality of the energy demands. The report seeks Cabinets endorsement of the Local Area Energy Plan to enable the development of the regional Area Energy Plan and a supporting Investment Prospectus.	Deb Hill Howells	28-Jul-25
Cabinet	17-Sep-25	Real Living Wage Employer Accreditation	ben Callard - Resources	Further to Cabinet's decision on Wednesday 6th November 2024, and an evaluation of the authority's supply chain, to bring forward a further report detailing the plan to pay the real living wage rate to employees of third parties contracted to work at the authority's sites, and to seek approval to pursue accreditation as a Real Living Wage employer.	Philippa Green	13-Jun-25
Cabinet	17-Sep-25	County of Sanctuary Strategy	Angela Sandles - Engagement	To approve a county of sanctuary strategy which establishes clear principles which will run through all council services and which promotes inclusion and welcome across the wider community.	Sharraan Lloyd and Jane Harvey	27-May-25
Cabinet	17-Sep-25	Review of Housing Support Grant Programme.	Sara Burch		Ian Bakewell	23-May-25
ICMD	20-Aug-25	Highway Traffic Regulation Amendment Order No 17	Catrin Maby - Climate Change and Environment		Gareth Freeman	4-Aug-25
ICMD	23-Jul-25	Lloyds tour of Britain Stage 5 Pontypool to Tumble	Angela Sandles - Engagement		Nick John	2-Jul-25
ICMD	23-Jul-25	Welsh Church Fund Working Group	Ben Callard - Resources		Dave Jarrett	2-Jul-25
Council	17-Jul-25	Chepstow Integrated Transport LUF project			Deb Hill Howells	24-Jun-25
Council	17-Jul-25	Strategic Director's Report, Children, Learning, Skills and the Economy'	Laura Wright - Education		Will Mclean	18-Jun-25
Cabinet	16-Jul-25	2024/25 Revenue & Capital monitoring Outturn (incl early update on 2025/26)	Ben Callard - Resources		Jon Davies	12-Jun-25
Cabinet	16-Jul-25	2026/27 Revenue & Capital MTFP update and process	Ben Callard - Resources		Jon Davies	12-Jun-25
Cabinet	16-Jul-25	ADD AS FIRST ITEM Social Partnership and Public Procurement (Wales) Act 2023: Monmouthshire County Council's Annual Report	Ben Callard - Resources	To seek approval of the Social Partnership Duty Report 2025, setting out how the Council will build on existing practice, and work collaboratively with trade unions, to ensure compliance with the Social Partnership and Public Procurement (Wales) Act 2023.	Philippa Green	6-Jun-25
Cabinet	16-Jul-25	Play Sufficiency Update	Angela Sandles - Engagement	Play sufficiency assessment update.	Nick John	28-Mar-25
Cabinet	16-Jul-25	Shire Hall Delivery Stage - Financial Approval	Ben Callard - Resources		Tracey Thomas	25-Mar-25
Council	26-Jun-25	Strategic OfficerLeadership and Organisation Structure changes	Mary Ann Brocklesby - Whole Authority Strategy		Paul Matthews	5-Jun-25
Council	26-Jun-25	Separation of Licensing Functions	Angela Sandles - Engagement		Linda O Gorman	28-May-25
Council	26-Jun-25	Appointments to Outside Bodies	Angela Sandles - Engagement		John Pearson	23-May-25
Council	26-Jun-25	Licensing Act Policy 2025	Angela Sandles - Engagement	Policy has to be approved by Full Council and it needs to be in place by 1 st July 2025	Linda O Gorman	10-Jan-25

Cabinet	25-Jun-25	Strategic Risk Assessment	Mary Ann Brocklesby - Whole Authority Strategy	To provide Cabinet with an overview of the current strategic risks facing the authority.	richard Jones	10-Jun-25
Cabinet	25-Jun-25	Nature Recovery Action Plan & Green Infrastructure Strategy	Catrin Maby - Climate Change and Environment		Collette Bosley	17-Apr-25
Cabinet	21-May-25	Placemaking Grant 25/26 & 26/27	Paul Griffiths - Sustainable Economy		Craig O Connor	29-Apr-25
Cabinet	21-May-25	Marches Forward Partnership	Mary Ann Brocklesby - Whole Authority Strategy		Peter Davies / Cath Fallon	1-Apr-25
Cabinet	21-May-25	Active Gwent Sports Partnership	Angela Sandles - Engagement	For Monmouthshire County Council to formally enter into the Active Gwent sport partnership.	Nick John	28-Mar-25
Cabinet	21-May-25	Digital, Data and Technology Collaboration	Mary Ann Brocklesby - Whole Authority Strategy	To develop proposals to build on existing collaborative arrangements in place for the provision of technology services through the Shared Resource Service. Expanding on these to include digital and data services will generate economies of scale enabling the authority to access expertise to accelerate progress against delivery of priorities set in the Community and Corporate Plan.	Peter Davies & Matt Gatehouse & Sian Hayward	14-Mar-25
Cabinet	21-May-25	Y Prentis Update	Paul Griffiths - Sustainable Economy		Hannah Jones	26-Feb-25
Council	15-May-25	SAC Membership Report	Martyn Groucutt - Education	To inform Council of SAC recommendations to appoint members of SAC	Sharon Randall-Smith	16-Apr-25
Council	10-Apr-25	Constitution Review	Angela Sandles - Engagement		James Williams	25-Mar-25
Council	10-Apr-25	Senior Pay Review	Ben Callard - Resources		Julie Anthony	3-Mar-25
ICMD	09-Apr-25	PSPO Lane Closure to prevent fly tipping & off roading	Catrin Maby - Climate Change and Environment		Mark Cleaver	13-Mar-25
ICMD	09-Apr-25	Welsh Church Fund Working Group - meeting 4	Ben Callard - Resources			
Cabinet	02-Apr-25	Marches Forward Partnership	Mary Ann Brocklesby - Whole Authority Strategy		Peter Davies - Lead (Cath Fallon)	3-Mar-25
Cabinet	02-Apr-25	Reponse to Boundary Commission Electoral Review Consultation	Angela Sandles - Engagement		John Pearson	12-Feb-25
ICMD	26-Mar-25	Proposal to increase the fee payments to Monmouthshire Foster Carers	Ian Chandler - Social Care & Safeguarding		Charlotte Drury	4-Feb-25
ICMD	12-Mar-25	Highway Traffic Regulation Amendment Order No 16	Catrin Maby - Climate Change and Environment			
Council	06-Mar-25	Appointment of Chief Officer - Head of Transport - Exempt info	Catrin Maby - Climate Change and Environment		Deb Hill Howells	21-Jan-25
Council	06-Mar-25	Publication of the Councils Pay Policy	Ben Callard - Resources	To approve the publication of Monmouthshire County Council's Pay Policy, in compliance with the Localism Act.	Matt Gatehouse / Pip Green	17-Jan-25
Council	06-Mar-25	Contract Procedure Rules	Ben Callard - Resources		Scott James	9-Jan-25
Council	06-Mar-25	2025/26 Final Budget sign off including CT resolution	Ben Callard - Resources		Jon Davies	13-Jun-24
Council	06-Mar-25	2025/26 Capital Strategy & Treasury Strategy	Ben Callard - Resources		Jon Davies	13-Jun-24
Cabinet	05-Mar-25	Approval of a Discretionary Policy for Council Tax Premiums	Ben Callard - Resources		Ruth Donovan	27-Jan-25
Cabinet	05-Mar-25	2025/26 Final Revenue and Capital Budget Proposals	Ben Callard - Resources		Jon Davies	4-Jun-24
Cabinet	05-Mar-25	2025/26 WCF/Mon Farm Strategy	Ben Callard - Resources		Jon Davies	4-Jun-24

ICMD	26-Feb-25	County of Sanctuary: Homes for Ukraine	Angela Sandles - Engagement	To confirm future support arrangements for Ukrainian's living in Monmouthshire as part of the Homes for Ukraine Scheme following changes to the national arrangement for both funding & visas	Richard Drinkwater/Matt Gatehouse	7-Feb-25
ICMD	26-Feb-25	Housing Allocations Policy				
Cabinet	19-Feb-25	UK Shared Prosperity Fund post March 2025 – financial implications and impact	Paul Griffiths - Sustainable Economy		Hannah Jones	10-Jul-24
Cabinet	19-Feb-25	2024/25 Revenue and Capital Monitoring Month 9	Ben Callard - Resources		Jon Davies	4-Jun-24
ICMD	29-Jan-25	2025/26 Community Council and Police Precepts final	Ben Callard - Resources		Jon Davies	17-Dec-24
Council	23-Jan-25	Council Tax Reduction Scheme 2025/26	Ben Callard - Resources		Jon Davies	13-Jun-24
Council	23-Jan-25	Council Diary 2025/26	Angela Sandles - Engagement		John Pearson	
Council	23-Jan-25	GWENT REGIONAL PARTNERSHIP BOARD (RPB) AREA PLAN AND RPB ANNUAL REPORT 23/24	Ian Chandler - Social Care & Safeguarding		Natasha Harris (Torfaen)	
Cabinet	22-Jan-25	Business case for the purchase of a property in Abergavenny to develop supported accommodation for care experienced young people	Ben Callard - Resources		Jane Rogers	7-Jan-25
Cabinet	22-Jan-25	Education Middle Tier	Martyn Groucutt - Education		Will McLean	20-Nov-24
Cabinet	22-Jan-25	2025/26 Draft Revenue and Capital Budget Proposals	Ben Callard - Resources		Jon Davies	4-Jun-24
ICMD	15-Jan-25	Decision to transfer Dixton Archive from Monmouth Museum to Herefordshire Record Office			Rachael Rogers	9-Dec-24
ICMD	15-Jan-25	Welsh Church Fund Working Group - meeting 3	Ben Callard - Resources		Dave Jarrett	13-Jun-24
ICMD	18-Dec-24	2025/26 Community Council and Police Precepts draft	Ben Callard - Resources		Jon Davies	13-Jun-24
ICMD	16-Dec-20	COUNCIL TAX BASE 2027/28 AND ASSOCIATED MATTERS'	Ben Callard - Resources	To agree the Council Tax base figure for submission to Welsh Government, together with the collection rate to be applied for 2027/28 and to make other necessary related statutory decisions.'	Jon Davies	15-Jun-26

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Monmouthshire's Scrutiny Forward Work Programme 2025-26

Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
30th June 2026 [slightly later start]	2025/26 Financial Outturn Report	To scrutinise the budgetary position (revenue and capital) for services falling within the committee's remit.	Jonathan Davies Peter Davies Cllr Callard	Performance Reporting
	Self-Assessment	To scrutinise and be updated on the 2025/26 performance of the Council's Community & Corporate Plan objectives as part of the Self-Assessment process.	Richard Jones Matt Gatehouse	Performance Reporting
	Strategic Risk Assessment (Additional Business)	To scrutinise the overview of the current strategic risks facing the authority and suggest any further topics for scrutiny.	Richard Jones Cllr Callard	Performance Reporting
8th September 2026 (Special)	Enablers update	To scrutinise the performance of the Council's Enabling Strategies 2025/26.	Peter Davies Matt Gatehouse Richard Jones	Performance Reporting
	Procurement Annual report	To scrutinise the performance and working arrangements.	Peter Davies Gemma Ellis Rhys James Cath Fallon	Performance Reporting
	For Purpose On Purpose (F-Pop) (invite G&A members)	To update the committee about F-Pop and its implications for the reorganisation of Project Management.	Paul Matthews Carly Rogers	Performance Reporting

Monmouthshire's Scrutiny Forward Work Programme 2025-26

Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
29th September 2026	2026/27 Financial Update	To scrutinise progress against the Council's revenue budget for the 2026/27 financial year.	Jonathan Davies Peter Davies Cllr Callard	Performance Reporting
	Annual Director's Report for Social Care	To scrutinise the progress and strategic direction for the service area.	Jane Rodgers Cllr Chandler	Performance Reporting
	Safeguarding Annual Evaluation Report	To scrutinise the performance of safeguarding arrangements.	Jane Rodgers Cllr Chandler	Performance Reporting
13th October SPECIAL	2027/28 Revenue & Capital MTFP update and process	To scrutinise the latest six-monthly update of the Council's Medium Term Financial Plan (MTFP), reflecting updated assumptions, risks, and strategic context.	Jonathan Davies Peter Davies Cllr Callard	Performance Reporting
	Task & Finish Group draft report	To scrutinise the findings and recommendations of the committee's Task & Finish Group.	Nicola Wellington Will McLean	Performance Reporting
24th November 2026	2026/27 Financial Update	To scrutinise progress against the Council's revenue and capital budgets for the 2026/27 financial year.	Jonathan Davies Peter Davies Cllr Callard	Performance Reporting
	Infrastructure Project Management	To scrutinise project management arrangements in Infrastructure.	Nick Tulp Deb Hill-Howells	Performance Reporting
	NEET Reduction Strategy	To scrutinise the strategy's performance. [1 page summary – see minutes]	Hannah Jones Louise Wilce Cllr Griffiths	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2025-26

Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
27 th January 2027	2027/28 draft Budget proposals (<i>invite other members?</i>)	Draft Revenue & Capital budget proposals – To scrutinise the 2025/26 Draft Revenue and Capital Budget Proposals.	Jonathan Davies Peter Davies Cllr Callard	Budget Monitoring
	Strategic Risk Assessment (Additional Business?)	To scrutinise the overview of the current strategic risks facing the authority and suggest any further topics for scrutiny.	Hannah Carter Richard Jones Cllr Callard	Performance Reporting
	<i>Economy, Employment and Skills Strategy action plan update?**</i>			
23 rd February 2027	2026/27 Financial Update Report	To scrutinise the budgetary position (revenue and capital) for services falling within the committee's remit.	Jonathan Davies Peter Davies Cllr Callard	Performance Reporting
To be confirmed	Grants item – with People members?*+	To scrutinise the Council's use of grant money, to assure that it is fit for purpose.	Jonathan Davies	Performance Monitoring
To be confirmed	Consultants and Agencies – with People members?*	To scrutinise the Council's use of consultants and agency workers – the number, relative value, reasons, etc.	Jonathan Davies Peter Davies?	Performance Monitoring
To be confirmed –	Shared Prosperity Funding 2023-25+	Shared Prosperity Funding measures 2023-2025, update on the measures	Hannah Jones Will McLean	Performance Reporting

Monmouthshire's Scrutiny Forward Work Programme 2025-26

Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
best end of 2025?		for transition year 25/26 and future funding risk.		
To be confirmed	Curriculum Impact	<i>To scrutinise the impact of the new curriculum on learners and results.</i>	Will McLean Sharon Randall-Smith Ed Pryce Cllr Wright	Performance Reporting
To be confirmed (Dec/Jan – 19th Jan 27?**))	Economy, Employment and Skills Strategy action plan update	<i>To update the committee on the Economy, Employment and Skills Strategy action plan.</i>	Hannah Jones James Woodcock Will McLean	Performance Reporting
To be confirmed	Recruitment and retention	<i>Effect on the Council's performance and ability to deliver.</i>		
To be confirmed	Use of Reserves	<i>Future proofing and resilience planning as well as supporting long-term strategic priorities.</i>	Peter Davies Jonathan Davies Cllr Callard	
To be confirmed Spring 2027 (23rd March?)	Development of Children's Placements – 12mth update	<i>To update the committee following scrutiny in April 26.</i>	Jane Rodgers Scott Hereford Diane Corrister Cllr Chandler	Performance Reporting
Social Justice Strategy progress				

Monmouthshire's Scrutiny Forward Work Programme 2025-26

Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Business Monmouthshire Project monitoring				
'Learning led' review of educational provision in Chepstow				
Review of Property Assets				

- **Exclusions** ~ Annual Reporting ~ January/February
- **Additional Learning Provision & Specialist Resource Base development** ~ Annual Reporting ~ June
- **Support for Vulnerable Learners** ~ Annual Reporting ~ June

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Performance and Overview Scrutiny Committee

Action List

9th June 2026

Minute Item:	Subject	Officer / Member	Outcome
6	To share the Data Protection Impact Assessment with members	Paul Jefford, Peter Davies	
8	To provide the amount spent annually on out-of-county placements	Morwenna Wagstaff	

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Monmouthshire Select Committee Minutes

Meeting of Performance and Overview Scrutiny Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 9th June, 2026 at 10.00 am

Councillors Present

County Councillor Alistair Neill (Chair)

County Councillors: Rachel Buckler,
Steven Garratt, Meirion Howells, M. Newell,
Paul Pavia, Peter Strong, Mary Ann Brocklesby

C. Werrett

Officers in Attendance

Hazel Ilett, Scrutiny Manager
Robert McGowan, Policy and Scrutiny Officer
Peter Davies, Deputy Chief Executive and Chief
Officer for Resources
Morwenna Wagstaff, Head of Service , Inclusion
Jacquelyn Elias, Principal ALN Officer
Lucie Doyle, Principal Educational Psychologist
Wellbeing Lead
Matthew Gatehouse, Chief Officer People,
Performance and Partnerships.
Jacob Parkinson, Head of Pupil Referral Service
(PRS)
Paul Jefford, (Chief Operating Officer, SRS)

APOLOGIES: Councillors Jill Bond, John Crook and Laura Wright

1. Election of Chair

Councillor Neill was proposed by Councillor Buckler and seconded by Councillor Newell. Councillor Neill was appointed.

2. Appointment of Vice-Chair

Councillor Buckler was proposed by Councillor Pavia and seconded by Councillor Newell. Councillor Buckler was appointed.

3. Apologies for Absence

John Crook and Jill Bond. Cabinet Member Laura Wright.

4. Declarations of Interest

None.

5. Public Open Forum

None.

6. Building the Foundations for Data and AI Enabled Public Services - To scrutinise the business case for foundational investment in data and AI infrastructure necessary to secure programme funding and deliver sustainable service benefits and outcomes

Peter Davies introduced the report and answered the members' questions with Leader Mary-Ann Brocklesby, Paul Jefford and Matt Gatehouse:

Is the council being sufficiently realistic and ambitious in its approach to AI, given that the report proposed a three-year period to 'build the foundations', while many organisations are moving more rapidly. Could an emphasis on caution result in an approach that appears slow or unambitious, particularly if, by the second year, continuing to focus on foundations no longer reflects the pace of change elsewhere?

The programme is intentionally front-loaded, with significant investment and activity taking place early in the three-year period. He explained that trusted external partners would be used initially to accelerate delivery and establish capability, after which the council and the Shared Resource Service would increasingly bring that capability in-house. This approach is designed to balance pace with control, enabling faster progress in later years once the necessary foundations and skills are embedded.

The council cannot afford to take no action but must also avoid fragmented or poorly governed adoption of AI. The purpose of the programme is to establish a strong 'bedrock' that ensures safeguards, governance, and alignment with public service values, rather than simply proceeding quickly. Unregulated adoption of AI can lead to unintended negative consequences, and that the council's approach is intended to ensure human-centred decision-making is maintained.

The approach is not about delaying progress, but about enabling early and tangible benefits within a controlled framework, citing examples such as developing a 'single view' of a child, homelessness, or debt to support early intervention and prevention. The approach seeks to combine pace with responsibility, ensuring improvements in outcomes for residents while maintaining the council's core principles.

What are we doing about prioritising and selecting from the 160 AI use cases?

The initial focus is on a small number of high-priority, shared use cases agreed across the four authorities. The 'AI front door' (customer-facing interactions) and 'single view of a child' are already identified as priority workstreams for year one. In addition, approximately three further use cases per authority will be selected for early implementation, based on collective agreement. A collaborative approach is being used so that one authority can lead on a use case, and others can adopt it, allowing faster scaling and shared benefit despite limited capacity within the Shared Resource Service.

How are we balancing customer-facing improvements with internal organisational benefits?

Both strands are being developed in parallel. The customer-facing element focuses on improving access to services, particularly through online and telephony interactions such as chatbots handling common enquiries (e.g. waste collection queries), which helps free up staff time. The internal element focuses on productivity tools, such as AI supporting document drafting, translation, redaction for information requests, and

internal knowledge access (e.g. HR policy queries). This dual approach is intended to reduce administrative burden internally while improving responsiveness and access externally.

What do we mean by AI bias, and how are we addressing it?

AI bias refers to the risk of inaccurate, misleading, or unfair outputs from AI systems, particularly where they rely on large public data models. This is being mitigated by using controlled and approved systems, including 'closed' models that rely on internally verified council data, such as policies and procedures. Safeguards, testing, and monitoring will be built into the implementation process, and data used by the AI will be drawn from sources that have already been subject to organisational validation and review.

How will we ensure robust evaluation given the scale of investment?

Evaluation is built into the programme as an ongoing and structured process. There will be continuous monitoring and feedback as systems are developed and used, alongside formal review points such as stage gates and governance oversight through the Shared Resource Service board. This includes regular scrutiny, impact assessments, and benefit tracking to ensure that the programme is delivering improved services, building staff capability, and achieving efficiency gains. Evaluation operates both at an operational level (continuous improvement) and at strategic checkpoints (formal governance reviews).

How are we addressing the environmental impact of AI, particularly increased energy use?

The approach is to mitigate environmental impact through technology choices and responsible usage. The move to cloud infrastructure (Amazon Web Services) allows more efficient use of computing resources, including scaling usage up or down and avoiding underutilised hardware. AWS has commitments to reach net zero carbon and invests in renewable energy sources. Additionally, there is recognition within the council of the need for responsible use of AI, supported by policy and governance, to manage demand and reduce unnecessary energy consumption associated with AI tools.

What is the approach to reserve funding, and what does this mean for residents?

The funding is being drawn from the 'invest to redesign' reserve, which is specifically intended for transformation initiatives rather than routine IT spending. A total of £851,000 is proposed as a one-off investment, including around £200,000 to support service capacity where needed. This is set within the context of wider usable reserves of around £20 million. The purpose of this investment is to enable long-term service improvement, efficiency, and better outcomes for residents, rather than ongoing expenditure.

Concerning the energy implications of AI, even simple AI uses can be highly energy intensive; for example, generating a single AI image can require around 2 kilowatt hours of electricity, roughly equivalent to fully charging a smartphone. Organisational systems

may default users into AI tools, which could unintentionally drive demand – should the council consider controls over AI use to manage energy consumption responsibly?

While there are legitimate concerns about energy use, both technology providers and the council have roles in mitigating this impact. Providers such as Amazon are already developing more efficient infrastructure and technologies to reduce the carbon footprint of AI, including improvements in computing hardware and energy use. From the council's perspective, we would emphasise the importance of responsible usage, stating that this will be addressed through an AI policy and governance controls. This may include both guidance to users and technical safeguards (working with the Shared Resource Service) to prevent excessive or inappropriate use of high-energy AI functions.

What assurances are in place to protect confidentiality while creating a 'single view of a child,' and how is the tension with openness and transparency addressed?

Confidentiality is maintained through strict role-based access controls, meaning that staff can only access the data they are authorised to see, in line with current permissions. The system mirrors existing access rights but brings data together into a single interface, reducing the need to access multiple systems. The 'AI foundations' include these guardrails as a core element, ensuring that only appropriate users can view specific information.

The reference to openness and transparency does not mean unrestricted access; rather, it refers to making relevant information more readily available to those who legitimately need it in order to make informed decisions. Transparency operates within the confines of confidentiality, not in conflict with it. The approach ensures that while data is more usable and accessible to practitioners, it is not made broadly available beyond authorised users.

What consideration is being given to the potential for locating data centre infrastructure locally, for example at Sudbrook, given existing water resources, or is this unrealistic?

The current strategy does not involve building local authority-owned data centres, as this has already evolved towards more efficient and cost-effective cloud-based infrastructure. Moving to cloud services allows the council to make more efficient use of shared resources, avoiding underutilised hardware and reducing overall energy consumption compared to maintaining standalone infrastructure. However, the possibility of alternative or local infrastructure has not been entirely dismissed. The point about Sudbrook is recognised as relevant and worth further consideration, particularly in the context of wider regional partnerships such as the Cardiff Capital Region. Existing work on energy and infrastructure opportunities, including at Sudbrook, has been undertaken in the past, and the suggestion will be taken away for further exploration.

The overall approach remains focused on partnership working and collaboration with larger providers and regional initiatives to achieve economic, environmental, and operational efficiencies, rather than developing isolated local data centre capacity.

How will we ensure that this investment delivers a clear return, and how will success be measured and reported over time?

The investment is governed through a staged and controlled process, meaning funding is only released when there is confidence that proposed work will deliver measurable benefits. These benefits include both financial efficiencies and wider service improvements, such as increased productivity, better outcomes for residents, and the ability to manage more complex demand.

Success will be tracked through a defined benefits and value framework, with outcomes monitored during implementation and beyond. There are multiple layers of governance overseeing performance, including internal Council governance groups and the Shared Resource Service boards. This enables regular oversight of progress and impact. Scrutiny also plays an ongoing role, with further reporting expected through mechanisms such as self-assessment and review of enabling strategies, ensuring continued transparency and evaluation.

Do we have the flexibility to adjust or change direction if elements of the programme are not working?

Yes, the programme is deliberately designed to be iterative and adaptable. The use of stage gates and ongoing evaluation allows priorities to be reassessed and refined as the programme progresses. This ensures that if a particular approach is not delivering the expected outcomes, adjustments can be made before further investment is committed.

The overall approach is not a fixed plan but a responsive one, with continuous feedback loops built in so that learning from early implementation informs future phases and use cases.

How are we ensuring that staff are supported, reassured, and kept informed about the impact of AI on their roles?

There is a clear commitment to ongoing communication, engagement, and workforce development. The programme is aligned with the council's 'future focused workforce' approach, which looks at developing the skills and capabilities needed both now and in the longer term. Staff are recognised as central to service delivery, and AI is intended to support and enhance their work rather than replace it.

Regular engagement will take place with staff and trade unions, reflecting obligations under the social partnership duty. Training and development will be provided to help staff adapt to new tools, and workforce planning will consider how roles might evolve over time. Changes are expected to be managed sensitively, including through natural staff turnover, allowing roles to be redesigned gradually where appropriate. The overall aim is to reduce administrative burden and enable staff to focus on higher-value, professional and interpersonal aspects of their work.

What safeguards are in place to prevent AI-generated risk indicators influencing safeguarding decisions inappropriately, particularly in a 'single view of the child'?

AI is used only to analyse and present information, not to make decisions. It performs advanced pattern recognition on existing, trusted data sets and presents this in dashboards for practitioners. The responsibility for interpretation and decision-making

always remains with qualified professionals, who use their judgement to assess the information. A 'human in the loop' is maintained at all stages, ensuring that AI outputs are advisory only and cannot determine safeguarding outcomes on their own.

Has a Data Protection Impact Assessment been completed, and will it be made available to members?

A Data Protection Impact Assessment has been undertaken as part of the work, and it can be shared with members. This is recognised as a key element of assurance given the sensitivity of the data involved. **(ACTION)**

How are we aligning this work with national Welsh frameworks, such as those developed through WLGA and Digital and Social Care Cymru, to avoid fragmented approaches?

The work is being actively aligned with national frameworks and governance structures. There is direct involvement in national data and performance discussions through the WLGA, including participation on relevant boards, and coordination through networks such as Data Cymru (now being integrated into WLGA structures). In addition, the Shared Resource Service maintains links with national structures and other local authorities, ensuring that learning and practice are shared. The approach also aligns with wider collaborative work across Wales and beyond, including developments in 'single view of a child' initiatives in other authorities and sectors. The intention is to contribute to, and draw from, a coordinated national approach rather than operate in isolation.

Chair's Summary:

Thank you to the Leader and officers for their time. This is a very important report and could prove to be seminal when looked back on in future. A few points to note would be that the statement in 3.37 that 'AI cannot and will not replace professional judgement' might require clarification, as it would seem that AI is indeed used in this way. Similarly, in 3.38, the comment that AI is 'not to bypass normal workforce processes' might require clarification.

7. Update on the Pupil Referral Service (PRS) - Discussion on significant changes that have occurred in the service and the risks around increasing demand

Dr Morwenna Wagstaff introduced the report. Jacob Parkinson answered the members' questions with Dr Wagstaff:

Are the alternative qualifications used within the Pupil Referral Service suitable and effective for learners, given that GCSEs are often not appropriate for many pupils?

The current alternative qualifications are considered appropriate and as effective as possible within existing options, and they are selected carefully to be engaging, practical, and suited to the needs of pupils. The service works collaboratively with neighbouring PRUs to identify the most suitable qualifications available and seeks to ensure they are as hands-on and relevant as possible. Pupil voice also informs the selection, with learners given some choice over subjects to help increase engagement.

Examples include BTEC Sport and Health and Social Care, alongside core GCSEs in Maths and English.

However, it is recognised that the current system is not ideal, and the service is operating in an interim position. There is a strong expectation that the forthcoming vocational GCSEs (VCSEs) will improve the offer, as they appear more practical and tailored, with subjects such as construction, mechanics, and animal care. While these are not yet fully implemented, there is cautious optimism that they will better meet learners' needs.

Are the qualifications currently available engaging and meaningful enough for pupils, or is there a need for wider or improved alternatives at a national level?

The qualifications currently being delivered are considered the best available and are chosen specifically to maximise engagement and relevance for the cohort. Staff are confident that they are doing as much as possible within current constraints to provide meaningful educational experiences. At the same time, there is clear recognition that the national offer is evolving and that improvements are needed. The introduction of new vocational GCSEs is seen as a significant development, potentially offering a broader and more appropriate range of pathways for pupils whose needs are not well met by traditional academic routes. While their full effectiveness is not yet proven, the breadth and practical nature of the new qualifications are viewed positively and are expected to better support future cohorts.

How are we addressing the very low attainment outcomes (e.g. limited Level 2 achievement and very low maths and English attainment), particularly for different groups such as medical pupils, ALN pupils, and excluded learners?

The outcomes are recognised as a concern and are broadly in line with similar PRUs, though below mainstream expectations. Work is underway to strengthen both the curriculum and teaching quality, including improving how qualifications are delivered and learning from other PRUs. New in-person provision has been introduced to better engage learners, particularly those previously accessing only online provision. It is expected that these changes will begin to improve outcomes, alongside continued focus on staff development and curriculum design.

How are we addressing very low attendance figures, particularly for medical learners and the overall PRS cohort?

Attendance levels are influenced by the nature of the cohort, particularly medical learners who are often too unwell to attend full-time provision. The current medical model has been limited to part-time engagement, which affects overall figures. However, new face-to-face provision has now been introduced in both the north and south of the county to enable increased attendance and more flexible engagement. There has already been measurable progress, with PRU attendance increasing by around 10% and overall attendance by around 3%. The expectation is that the new provision and improved engagement approaches will continue to raise attendance over time.

How are we improving broader outcomes beyond exam results, and ensuring pupils gain the skills needed to function effectively (for example, functional literacy)?

There is a strong emphasis on improving literacy as a core part of the curriculum. This includes robust assessment on entry, targeted interventions, and staff training to address literacy gaps. Close work is taking place with school improvement services and other PRUs to strengthen teaching in this area. At the same time, outcomes are recognised as needing to be assessed more broadly for this cohort. For many pupils, progress includes re-engagement with education, improved behaviour, social development, and readiness to sit qualifications. These are tracked through individual “pen portraits” showing progress from entry to exit. While exam results remain important, these qualitative improvements are considered essential indicators of success for vulnerable learners.

How do we know that learners are leaving with functional literacy, given wider national concerns about literacy levels?

Functional literacy is being addressed through a structured approach, including diagnostic assessments, targeted teaching, and specialist support. The service recognises that literacy gaps are often linked to disengagement and exclusion, so early identification and intervention are a priority. Progress in literacy is monitored through pupil-level assessment and intervention, and is supported by professional learning for staff. While specific quantified outcomes were not provided, the approach is designed to improve pupils’ functional literacy as part of their overall development.

Why was face-to-face provision for medical learners not implemented earlier, and how long has the current approach been in place?

The previous reliance on online provision developed in response to a very rapid increase in pupil numbers, particularly following COVID. The service expanded from around 25 pupils in 2020 to around 120 by mid-2025, requiring a scalable and immediate response. Online delivery allowed the service to meet demand quickly when in-person capacity was not available. In addition, there was an initial expectation that demand might reduce post-COVID, which did not occur. Over time, it has become clear that demand for medical and anxiety-related provision remains high, leading to the development of new in-person provision.

How useful was the Estyn inspection, given that it took place shortly after the new head took up post, and did it raise issues that the service had not already identified?

The inspection was considered helpful despite taking place very early in the new head’s tenure. It provided constructive feedback on both strengths and areas for improvement at a critical point. Importantly, the findings closely aligned with the service’s own school development plan, indicating that the leadership team already had a clear understanding of the service’s strengths and weaknesses. This alignment reinforced confidence in the direction of improvement, helped validate the internal self-assessment, and supported staff engagement by confirming that the priorities identified internally were the correct ones. Although the timing was challenging, it ultimately proved a useful and strengthening process for the service.

Why are the three groups of young people taught together, and is this driven by convenience or by intended benefits in outcomes?

The three groups – permanently excluded pupils (PRU cohort), medical learners, and ALN bespoke pupils – are recognised as distinct, with different needs and reasons for being in the service. Provision is therefore largely delivered separately, with different centres and approaches tailored to each group. However, there is a conscious effort to identify opportunities where bringing pupils together is beneficial, rather than doing so for convenience. This is being explored carefully on a needs-led basis, particularly where shared activities can support social development, confidence, and engagement. For example, some medical learners may benefit from wider experiences offered within PRU settings, and vice versa.

The overall approach is to maintain consistency in standards, curriculum principles, and expectations across the service, while adapting delivery to suit each cohort. Where groups are brought together, it is done selectively and with clear purpose, aiming to support development rather than simply streamline provision.

Chair's Summary:

Thank you to the officers for this report. The committee wishes to extend its thanks to everyone involved in the service. The report was moved.

8. Specialist Resource Bases & Additional Learning Provision (including progress with ALN implementation) - To review progress at 12-month stage and include reviewing progress with ALN following the implementation of new legislation

Dr Morwenna Wagstaff introduced the report and answered the members' questions with Jacquelyn Elias:

Is the current funding model for Additional Learning Needs sustainable, and is sufficient funding following the child, or is pressure on ALN provision contributing to school deficits?

Funding for Additional Learning Needs is largely delegated directly to schools, with a smaller retained element for exceptional or unforeseen cases. There is a strong system in place to understand needs early – particularly through early years forecasting – and to plan provision accordingly. However, increasing demand and complexity of need are recognised as creating pressure on school budgets, and this is acknowledged as an ongoing challenge. The approach taken is to use robust data and evidence from reviews such as this one to clearly demonstrate need and justify any future requests for additional funding. The emphasis is therefore on evidence-based planning and forecasting, rather than assuming current funding is fully sufficient.

What does an evidence-based approach to literacy in Specialist Resource Bases actually involve – does it focus on one method such as phonics, or a broader approach?

The approach is broader than any single method. The aim is to ensure consistency across all Specialist Resource Bases, using interventions that are supported by evidence and guided by educational psychology expertise. While elements such as phonics or decoding skills may be used, the approach is tailored to individual learners. Each child typically has a personalised programme, delivered at an appropriate pace and focused on small steps and overlearning to ensure progress is secure before

moving on. The intention is not to apply a single uniform method, but to combine evidence-based practices with highly individualised delivery.

What is being done to support meaningful work placements for learners in Specialist Resource Bases, and are there examples of success?

There are already examples of successful work placements for post-16 learners within Specialist Resource Bases, with schools actively identifying suitable opportunities and supporting pupils into them. While these opportunities can be challenging to secure, there is clear evidence that they can be delivered effectively. The work is ongoing and is seen as an important measure of success for ALN provision, particularly where learners transition into employment or supported work placements. The intention is to expand this further through collaboration and continued development of opportunities, recognising the importance of real-world outcomes for learners.

How can we reduce the number of pupils placed out of county, given that 37 remain in external placements and local therapeutic provision appears limited?

There has already been significant progress in reducing out-of-county placements over time, with many more pupils now supported within Monmouthshire. However, it is recognised that further development is needed, particularly in relation to social, emotional, and mental health provision. Work is underway to expand local provision to better meet these needs, including developing new approaches aligned with emerging demand patterns. It is expected that this will reduce the number of external placements over time.

At the same time, it is acknowledged that a small number of highly complex cases – particularly those involving profound or multiple medical needs – might always require specialist provision that cannot realistically be delivered locally. Therefore, while reductions are expected, it is unlikely that out-of-county placements will ever reach zero.

What is the current cost of out-of-county placements, particularly those that could potentially be provided locally?

This will be provided after the meeting. **(ACTION)**

What is holding back the development of local therapeutic provision, particularly in terms of securing health partner (NHS) agreement, and who is responsible for resolving this?

There are recognised challenges in aligning with health partners, particularly due to the complexity and scale of the NHS as an organisation. While there is positive operational collaboration – such as working with a designated education link officer – there is less clarity and consistency at a strategic level. One key issue is the expectation placed on schools to deliver increasingly complex and sometimes invasive medical care, which sits at the boundary between education and health responsibilities. This challenge is not unique to Monmouthshire and is being addressed nationally through a Welsh Government review of healthcare provision for children in educational settings.

The council is actively contributing to this national work and continues to engage with health partners locally. However, resolving the issue requires broader alignment at a national governance level rather than being solely within the council's control.

What is the timescale and plan for implementing new provision for social, emotional and mental health (SEMH) needs, particularly at primary level?

A proposal for SEMH provision has been developed and has already progressed through internal approval processes, including securing funding. The intention is to implement new provision from the next academic year, subject to final stages of the formal decision-making process. The provision will target a small group of primary-aged learners currently out of school and will aim to create a more sustainable and structured offer, aligned with existing Additional Learning provision in the county. Funding will come from a combination of local authority resources and Welsh Government capital grant funding, supporting development over the next academic year.

Chair's Summary:

Thank you for the report and the responses to the members' questions. The committee again extends its gratitude to all of the staff involved. The committee suggests that reports such as these would benefit from particular (anonymised) examples of positive impacts/improved outcomes. The report was moved.

9. Supporting Vulnerable Learners - To follow up from June 25 - annual

Dr Morwenna Wagstaff and Dr Lucie Doyle introduced the report. Dr Doyle answered the members' questions:

How can we demonstrate that the trauma-informed programme is actually improving outcomes such as attendance, attainment, and long-term progress, rather than relying on qualitative feedback like confidence and relationships?

The trauma-informed programme has so far focused primarily on preventative work through whole-school professional learning, rather than direct intervention with individual pupils. As a result, it is more difficult at this stage to link the programme directly to quantified pupil outcomes such as attendance or attainment. Evidence to date is therefore based on changes in staff practice and understanding. This includes increased staff confidence, a shift in how behaviours are interpreted (for example, viewing behaviour as communication), and stronger use of trauma-informed language and approaches across schools. Documentation and feedback from schools also show these changes in practice.

The next stage of development is expected to focus more on measuring longer-term impacts, including how this improved staff capacity translates into measurable pupil outcomes. In addition, more targeted elements of the work – such as enhanced trauma-informed practice and specific interventions – are now being introduced, which should make it easier over time to evidence direct impact on learners.

If you had complete flexibility, what two things would you change to improve the service supporting vulnerable learners?

More time would be the key enabler. This would allow greater capacity to work preventatively with schools and also to provide timely support in response to individual

pupil needs. The service is already valued by schools, but increased time would enable deeper engagement both at a system level and at the level of individual cases. Beyond this, strengthening collaboration would be a priority. This includes closer working not only with schools but also with wider services outside education, as well as ensuring that the voices of young people themselves are more strongly embedded in shaping provision. The overall view is that the service is already focusing on the right areas – particularly preventative work and workforce development – but that greater capacity would allow these approaches to be expanded and strengthened further.

Chair's Summary:

Thank you to the officers for the report and all of the staff's work. The report was moved.

10. Council and Cabinet Work Planner

Noted.

11. Performance and Overview Scrutiny Committee Work Programme and action List

Officers noted that an answer has been given to the query on the Action List: there are 13 private children's residential homes currently active in the county.

Members should have received an invitation to People Committee on 18th June for the WESP item. Note that a Special meeting has been added on 8th September, to which the Procurement Annual report has also been added. There will be a slightly later start to the pre-meeting on 30th June, and therefore possibly the meeting itself.

12. To confirm the minutes of the previous meeting

The minutes were confirmed.

13. Next Meeting

30th June 2026 at 10.00am.

The meeting ended at **12.52 pm**.