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Tuesday, 27 February 2018

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Conference Room - County Hall, Usk** on **Wednesday, 7th March, 2018**, at **2.00 pm**.

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **EDUCATION ACHIEVEMENT SERVICE (EAS) BUSINESS PLAN (2018-2020) and LOCAL AUTHORITY ANNEX 018-2019** 1 - 10
Division/Wards Affected: All

Purpose: This report presents the South East Wales Education Achievement Service (EAS) Business Plan 2018-2021. The plan sets out the priorities, programmes and outcomes to be achieved by the EAS on behalf of the South East Wales Consortium. The report also focuses upon the expected outcomes in Monmouthshire, these are contained in the Local Authority (LA) Annex.

Author: Debbie Hartevelde (Managing Director EAS)

Contact Details: Debbie.hartevelde@sewaleseas.org.uk
 - ii. **BUILDING MAINTENANCE FUNDING FOR NEW SCHOOLS** 11 - 36
Division/Wards Affected: All

Purpose: This report proposes a change in the funding of building maintenance for new schools through an amendment to the funding formula.

Author: Nikki Wellington

Contact Details: nicolawellington@monmouthshire.gov.uk
 - iii. **CONSULTATION PAPER FOR INCLUSION REVIEW.** 37 - 94

Division/Wards Affected: All

Purpose: This report proposes to seek approval to consult on the proposed changes for Inclusion across Monmouthshire.

Author: Will McLean – Chief Officer, Children and Young People

Contact Details: willmclean@monmouthshire.gov.uk

iv. **REPLACEMENT DOCUMENT MANAGEMENT SYSTEM FOR REVENUES** 95 - 114

Wards/Divisions Affected: All

Purpose: This report seeks approval to replace the Revenue Team's document management system and requests an up front capital investment from the ICT Reserve. The business case to support this investment is set out within this report.

Author: Ruth Donovan - Assistant Head of Finance: Revenues, Systems & Exchequer

Contact Details: ruthdonovan@monmouthshire.gov.uk

v. **WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT** 115 - 144

Division/Wards Affected: All

Purpose: To provide Cabinet with an overview of the current strategic risks facing the authority.

To seek Cabinet approval of the whole authority risk assessment.

Author: Richard Jones, Policy and Performance Officer

Contact Details: richardjones@monmouthshire.gov.uk

vi. **2018/19 EDUCATION AND WELSH CHURCH TRUST FUNDS INVESTMENT AND FUND STRATEGIES** 145 - 184

Division/Wards Affected: All

Purpose: The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2018/19 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.

Author: Peter Davies - Head of Resources

Contact Details: peterdavies@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services	WLGA Council Capital Region Tourism	Devauden
P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Health liaison.		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

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

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

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

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

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SUBJECT: EDUCATION ACHIEVEMENT SERVICE (EAS) BUSINESS PLAN (2018-2020) and LOCAL AUTHORITY ANNEX 018-2019

MEETING: Cabinet

DATE: 7th March 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

1.1. This report presents the South East Wales Education Achievement Service (EAS) Business Plan 2018-2021. The plan sets out the priorities, programmes and outcomes to be achieved by the EAS on behalf of the South East Wales Consortium. The report also focuses upon the expected outcomes in Monmouthshire, these are contained in the Local Authority (LA) Annex.

2. RECOMMENDATIONS:

2.1. It is recommended that Cabinet endorse the EAS Business Plan and the LA Annex.

3. KEY ISSUES:

3.1. The EAS is required to submit an annual overarching regional Business Plan with accompanying annexes for each of the five Local Authorities (LAs). This Business Plan (2018-2021) outlines the programme of work that is required to continue to accelerate outcomes for children and young people across all schools in South East Wales. The plan focuses on the urgent need to raise aspiration and accelerate improvement in pupil outcomes, improve the quality of teaching and leadership and build a self-improving system within and across schools and settings. The priorities for the Business Plan 2018-2019 have been derived from the progress that has been made towards the previous Business Plan and progress made across the region with the areas that have been identified as requiring improvements through self-evaluation processes and feedback from Estyn on the inspection of the EAS.

3.2. The delivery model for the Business Plan is on a regional basis, the needs of each school and trends within Monmouthshire are met through bespoke work with each school. The EAS offers a wide range of bespoke support that is based upon best practice.

4. REASONS:

Expected outcomes

4.1. The Business Plan is now in the process of consultation which will last until mid-February 2018. All feedback from the Monmouthshire Scrutiny Committee will be considered and the final plan

will be updated and shared with all LAs from March 2018 onwards. The final version of the Business Plan will commence on April 1st 2018.

4.2. The expected outcomes of the EAS Business Plan actions are noted in the success criteria section in Section 3 of the plan. These are ambitious and progress will be mapped against these. In addition, regional and Monmouthshire pupil level targets and attendance targets are noted in Section 6 of the plan and later in this report. Members will be provided with update reports on progress made towards these targets at key points in the year.

Issues and Findings

Progress made towards EAS Business Plan 2017-2018

4.3. The progress made towards the Business Plan and LA Annexes is reported to The Joint Executive Group (JEG) and the EAS Company Board on a biannual basis. This is also complemented by a range of additional reports (such as pupil outcomes, progress towards targets information, regional value for money and progress of schools causing concern) that are shared with the above groups and also LA Education Scrutiny Committees and termly Challenge and Review events with Welsh Government Officers (with the Cabinet Secretary for Education in the autumn term event). This report is not intended to duplicate previous reports that have been provided and reports only against previous Business Plan priorities.

4.4. Section 2 of the Business Plan (Appendix A) highlights a summary of wider regional improvements over the last 12 months.

4.5. Appendix C details the mid-year review of the current Monmouthshire Annex.

4.6. It is important to note that not all actions within the Business Plan will have an immediate impact on end of key stage outcomes. It is also important to note that outcomes cannot be attributed to solely to the work of the regional consortium as other partners in the system also play an important role. The role of school leaders and governing bodies in holding these leaders to account are a key factor in securing school improvement.

Current Business Plan Priority 2017-2018	Progress Judgement (October 2017)
1. Support for School Improvement	Satisfactory Progress
2. Pupil Wellbeing and Equity in Education	Satisfactory Progress
3. Professional Learning: Pedagogy and Leadership	Satisfactory Progress
4. Curriculum and Assessment	Satisfactory Progress
5. Curriculum and Pedagogy: Wider Curriculum and Pioneer Development	Satisfactory Progress
6. The Self-Improving System (SIS)	Strong Progress

7. Wider Regional and EAS Company Developments	Strong Progress
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Outcomes from Regional Estyn inspection (May 2016) and progress made towards the recommendations

4.7. In May 2016 Estyn and Wales Audit Office re-visited the region to undertake the inspection of the regional school improvement services provided by the EAS. The structure of the inspection report is based on those aspects of Estyn's Common Inspection Framework that apply to regional consortia, which are covered by five quality indicators, each are graded (Excellent, Good, Adequate or Unsatisfactory). Additionally, an evaluation of standards featured as a performance profile in the context section of the report. A summary of the outcome is below:

Section	Grade
Support for school improvement	Good
Leadership	Good
Quality improvement	Good
Partnership working	Good
Resource Management	Good

4.8. Estyn revisited the EAS in September 2017 to conduct an inspection of the progress the EAS had made towards the recommendations from a good baseline. A summary of the judgements is below:

Recommendation	Estyn Progress Judgement
R1 Consider the use of a wider range of performance indicators at school and regional level to ensure that the progress of all groups of learners is challenged and supported	Satisfactory Progress
R2 Improve consistency in the quality of evaluation of school improvement activities throughout the service	Strong Progress
R3 Identify and manage risks more effectively	Very Good Progress

- 4.9. The Estyn team considered a range of evidence including the consortium’s business planning, evaluations, challenge advisers’ reports, target setting procedures, risk assessments and the views of headteachers. Estyn does not plan to make any further follow-up visits to the EAS. Any remaining areas for improvement will be monitored informally by Estyn’s regional link inspector and the relevant local authority link inspectors, and considered during future inspections of local government education services.
- 4.10. Estyn noted in their report that “(EAS) senior managers make honest and accurate evaluations of the strengths and shortcomings in the school improvement activities that they provide for schools. They have a clear understanding of how to link the findings from self-evaluation activities to improvement planning.”
- 4.11. The improvements that are required at regional and LA level will continue to require a strong commitment of partnership working to be successful with Monmouthshire making full use of their statutory powers, as appropriate, and wider support services such as HR to ensure that all schools make improvements at the required pace.
- 4.12. School leaders in schools in Monmouthshire requiring the most improvement will need to fully engage with the improvements that need to be made and, alongside governing bodies will need to drive forward this change at pace. The EAS will offer support and challenge through this process but will not be able to effect change on a whole level without the commitment from each tier within the system.

Implications

The South-East Wales Regional Mission: Business Plan (2018-2019)

- 4.13. This Business Plan focuses upon the actions that are required to accelerate improvement across the region and across all schools, PRUs, Special Schools and non-maintained nursery settings in Monmouthshire. Whilst this plan is regional, the bespoke approach at school level and through each individual LA Annex enables all nuances in need to be addressed. The actions contained within the plan align with the Welsh Government strategic document Education in Wales: Our National Mission (Action Plan 2017 – 2021). Further details on delivery can be found in the Detailed Delivery Document and the Professional Learning Offer 2018-2019 (these will be updated and refined following the final version of the attached plan). The content of the Business Plan will be used to populate and report against the regional elements within the Wales Education Report Card.
- 4.14. The final version of the Business Plan will be supported by a range of supporting documents:
- Local Authority Annex documents April 2018-March 2019
 - Detailed Business Plan April 2018-March 2019
 - Detailed Resource Overview 2018-2019
 - Long Term 3-year Business Plan Overview
 - Regional Self-Evaluation Report
 - Regional Professional Learning Offer 2018-2019
 - EAS Risk Register (Executive Summary)

- Self-Evaluation Timetable 2016-2018

4.15. The focus for improvement for 2018-2019 will continue to secure improvements in the following areas:

- To continue to raise aspiration, improve pupil outcomes, particularly for vulnerable groups of learners (FSM, Gender, EAL, MA and LAC) and reduce the variance within and across schools, settings and LAs.
- To accelerate improvement in schools and settings where progress is too slow by ensuring a more consistent approach is applied to schools causing concern and the use of Local Authority statutory powers to accelerate progress in identified schools.
- To continue to improve the quality of leadership, teaching and learning, particularly within the secondary phase.
- Supporting schools to ensure the effective development of pupil skills at all phases.
- Supporting the national approach and further development of the regional professional learning opportunities to ensure the success, equity and well-being of every learner.
- Preparing schools to meet the curriculum and assessment demands in line with new accountability arrangements.
- Supporting the development of a 'world-class curriculum' that will help raise standards for all in Wales.
- To embed the regional approach to developing a self-improving system.

The Regional Ambition is, by 2021 that:

4.16. Working with our key partners we will aim to transform the educational outcomes and life chances for all learners across South East Wales. We will do this by:

- Ensuring successful learning experiences and high levels of wellbeing particularly for those facing the greatest challenges;
- Building effective networks of professionals, across the five Local Authorities and beyond and working together to improve leadership, teaching and learning; and
- Attracting and retaining a team of outstanding people who embed our core values in their work and share a passion for excellence.

4.17. The delivery elements within the plan are centred around 7 key Improvement Strands: Support for School Improvement, Professional Learning (Teaching and Leadership), Excellence, Equity and Wellbeing, Curriculum, Assessment and Accountability, Supporting Collaboration, Curriculum Reform and EAS Company Developments). Each of these strands detail 'What we will do' and a section that will be used to monitor progress against detailed success criteria 'How will we know we will have made progress by March 2019'

4.18. The EAS has invested in building the capacity of schools and educational settings within the region over the last four years to enable more collaborative ways of working. This approach is enabling teachers and leaders to learn from each other, to try out new approaches and to engage with educational research as the backdrop for improvement. Across the region there are a number of well-established networks of professional practice, these will continue to be encouraged and the practice from within them shared.

4.19. The approach to build capacity and schools taking more of a collective ownership for the development of teaching and leadership has been developed further and the cluster model will be embedded over the next few years across the region.

Regional Key Stage Targets 2017-20 and Local Authority Attendance Targets

4.20. The Business Plan targets in Section 6 are derived from the information submitted by all schools across South East Wales during the statutory target setting process in autumn 2017. The target setting process across the region is robust with all LA / school aggregate targets linked to individual pupils.

4.21. To ensure that appropriate aspiration is applied across schools, a joint challenge process has been introduced by LA Officers and EAS staff. This process considers an analysis of projected future performance against previous performance, projected Free School Meal benchmark quarters, FFT estimates and WG modelled expectations.

4.22. The regional and LA targets for 2018 are final and Members will have had involvement with Directors in agreeing these. Targets for 2019 and 2020 remain draft and subject to additional challenge and scrutiny during the next iteration of the process in autumn 2018. **The targets for Monmouthshire schools can be found on pages 2-5 in the LA Annex 2018-2019 (Appendix B)**

LA Annex Documents

4.23. Each LA Annex contains an overview of the performance and the main areas for development at a LA level. A summary of the schools that require the highest levels of support, inspection outcomes and an overview of categorisation for the LA. Pupil level targets and attendance targets are also included.

A summary of overall pupil performance in Monmouthshire

- Attainment at Foundation Phase is much higher than the Wales average, the rate of improvement is also higher than Wales.
- Attainment at Key Stage 2 and Key Stage 3 is higher than the Wales average and the rate of improvement is higher than Wales from 2014 - 2017.
- Attainment at Key Stage 4 is higher than the Wales average and shows a much faster rate of improvement than that across Wales.
- Attainment at Key Stage 5 has above the Wales average since 2015, and the rate of improvement is higher than that across Wales since 2014.
- The proportion of pupils achieving the FPI+1 rose by 6.3pp between 2014 and 2017, and by 0.4pp from 2016.
- The proportion of pupils achieving the CSI+1 at KS2 rose by 12.7pp between 2014 and 2017, and by 3.6pp from 2016.
- The proportion of pupils achieving the CSI+1 at KS3 rose by 20.1pp between 2014 and 2017, and by 3.1pp from 2016.
- The proportion of pupils achieving 5A*/As rose by 5.5pp between 2014 and 2017, and by 4.9pp from 2016. The proportion of pupils achieving 5A*/As remains above that for Wales, and the gap between Monmouthshire and Wales had risen by 6.0pp between 2014 and 2017

Gender

- Between 2014 and 2017 the gender gap narrowed at all key stages, and is significantly below the Wales gender gap.
- The gender gap narrowed between 2016 and 2017, due to an improvement or hold in boys' performance at all key stages. Girls' performance declined from 2016 at all key stages except KS3.
- At KS2, boys outperformed girls by 0.7pp.
- Performance of both boys and girls at each key stage is significantly above the Wales average.

FSM

- FP performance of FSM pupils in 2017 is above the Wales average, and the gap between FSM and non FSM pupils has remained the same since 2016, but has widened since 2014. It is wider than the Wales gap.
- KS2 performance of FSM pupils in 2017 is higher than the Wales average, and the gap has narrowed considerably since 2014 and is narrower than for Wales.
- KS3 performance of FSM pupils in 2017 is again above the Wales average. There's been a slight widening of the gap since 2014, which is still wider than the gap for across Wales.
- At KS4, the 2017 L2 incl, performance of FSM pupils was below the Wales average. The FSM/non FSM gap has narrowed since 2016, and is wider than the Wales gap.

FSM benchmarking quartiles

- At FP, 80% of schools are above the median for FPI. At KS2, 47% of schools are above the median for CSI. At KS3, 50% of schools are above the median for CSI. At KS4, 75% (3 out of 4 schools) are above the median for L2 inc.
- At KS4, Monmouth and Chepstow are in Quarter 1 for L2 inc, English and maths
- Caldicot is below the median in all three of these measures
- King Henry is below the median in English, but above in maths and L2 inc.

Attendance/Exclusions

- There has been a decrease in primary attendance of 0.2pp since 2014, but an increase in secondary attendance. Secondary remains above that of Wales, (Wales primary not available yet)
- There has been an increase in unauthorised absence at primary schools, but the figure remains stable at secondary schools. Secondary figure is lower than Wales.
- There has been an increase in exclusions of 5 days or fewer at primary level, but a decrease at secondary level. There has been increase in exclusions of 6 days or more at both primary and secondary level.
- There were 2 permanent exclusions in 2016/17 from primary schools, more than the previous three years combined.
- There have been 7 permanent exclusions at secondary level since 2013/14, 1 in 2013/14, 5 in 2015/16 and 1 in 2016/17.

Inspection/Categorisation

- The percentage of schools judged at least Good for current performance has increased since 2014 to 40%. Increase in schools judged at least Good for prospects for improvement has also increased to 40%. There was one unsatisfactory inspection in 2016/17.

- The percentage of primary schools categorised Green has increased to 43% in 2017/18. One secondary school categorised Amber, three Yellow (provisional and confidential).

The Business Plan 2018-2021 is designed to address the areas required improvement noted above.

Risks

4.24. Risks to delivery of the Business Plan occur when the following points are not adhered to:

- There is a lack of clarity about respective roles and statutory responsibilities within the LA and EAS.
- Agreed actions are not carried out in a timely manner by EAS and / or LA e.g. Schools Causing Concern Register actions
- EAS and LA staff do not demonstrate a united front when dealing with schools, particularly those that give cause for concern.
- Schools are not held to account in a timely manner using the existing mechanisms.
- There is not consistent application of agreed regional protocols e.g. meeting deadlines for target setting, elected Members attending selected EIBs
- Timely consideration is not given to the use of LA Statutory Powers e.g. low standards, attendance, exclusions, leadership
- Full use is not made of the training offers to ensure that all Elected Members are up to date with key messages.
- Full use is not made of consultation events to help shape the direction of the EAS.

4.25. Uncertain financial projections make it difficult to fully cost the Business Plan at this stage.

4.26. Continued changes in reporting arrangements and performance measures at KS4 for a number of subjects continues to present risks to LA and regional outcomes.

4.27. Limited impact of the work of the EAS in schools where underperformance in leadership is not challenged effectively.

4.28. The work of the EAS in improving outcomes for vulnerable learners will remain slow unless there is greater engagement with all key partners across LAs to ensure effective joint targeting of resources.

5. RESOURCE IMPLICATIONS:

5.1. The EAS was set up to be reliant on three funding streams to remain financially viable: core funding from councils, grant funding (this includes a contribution from the regional Education Improvement Grant (EIG) and other Welsh Government (WG) Grants) and income generated from trading services to schools, which due to the notion of a self-improving school system has reduced overtime.

5.2. By way of context, the EAS has seen funding reductions in each of the areas noted above:

- A reduction in the EIG of 14% (since 2014 and a further potential 11.2% to the regional allocation which would equate to £192k reduction planned for EAS in 2018/2019);
- A reduction in a WG grant to support new GCSE specifications of 50% which equates to £182k; and
- A 92% reduction in trading income equating to £1.15m (since 2012 with a further £100k planned for 2018/2019). We do not intend reverting back to a trading organisation because we feel this compromises our legitimacy and is at odds with the strategic direction Members have asked for.

5.3. The service continues to be hampered by short term, ad hoc grant awards from Welsh Government. The EAS continues to manage staff changes and are now some 40% smaller in payroll staff than when the service started in 2012. Whilst this has been effectively managed to date it has been a contributing factor in increased cash contributions to the pension fund (£170k for the next two financial years). In addition, Members will be aware that the total regional EIG reduction for 2018/19 totals £3.028m. Whilst the detail surrounding this reduction is becoming clearer the regional position is still to be determined.

5.4. Over the past three financial years the EAS has been able to contribute to the efficiency savings of Councils by reducing the core funding commitment by 3%. Following a recent meeting of the EAS Company Board the funding profile for 2018/2019 and indicative funding for the following 2 financial years was discussed. Taking all factors into consideration, the Company Board agreed that it can offer a 2% efficiency saving on last year's core funding contribution for 2018/19 and an indicative 2% efficiency for the next 2 financial years.

EAS 'As Is' Model Aug 2012	2014/15 (funding levels set by WG, based on RSG formula to LA)	2015/16	2016/17	2017/18	% Movement 2011/12 to 2017/18	2018/19 Efficiency Saving
		-3.4%	-3%	-3%		2.0%
591,619	481,642	465,266	451,308	437,769	-26%	429,014

5.5. These efficiencies have been thought through carefully in what will be a challenging financial climate for the EAS and councils. It is likely that the EAS will need to implement a change management programme to enable a balanced budget to be set for the coming financial year. Considering this the Company Board will meet early January 2018 to formulate the detailed approach to this and will communicate with JEG Members as necessary.

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

6.1. The EAS have their own Equalities and Welsh Language plans in place. Monmouthshire County Council has therefore not undertaken any specific impact assessment on the EAS Business Plan.

7. CONSULTEES:

SUBJECT: BUILDING MAINTENANCE FUNDING FOR NEW SCHOOLS

MEETING: CABINET

DATE: 7TH MARCH 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

This report proposes a change in the funding of building maintenance for new schools through an amendment to the funding formula.

2. RECOMMENDATIONS:

To approve the changes to the funding formula for schools set out in 3.3.

To note that if this is agreed this will only be implemented once there is a need to borrow to fund the Future Schools Capital build. This will be on a pro rata basis over the financial year.

3. KEY ISSUES:

3.1 The current formula distributes funding for building maintenance via two methods:

- Floor area of the school – with an uplift for the condition of the school. This is between 1.0 and 1.4. This accounts for 50% of the funding.
- Pupil numbers at the school from the prior January PLASC count. This is the official census from Welsh Government. For the financial year 2018-19 the pupil count is at January 2018. This accounts for 50% of the funding.

3.2 Apart from the condition weighting there is no allowance made for new schools, where the building maintenance costs will be lower.

3.3 A consultation document was distributed on the 21st September 2017 with a closing date of 9th November 2017 to consult on the following proposal:

The proposal is to change the formula so that all new schools are not distributed funding for building maintenance for the first 5 years following the opening of the new school.

Years 6 – 10 would be funded at 50% of the funding, this is to recognise that some costs could be incurred at this stage.

The 50% funding would still be distributed via the same method as detailed in paragraph 3.1, but the condition weighting would be reset to 1.0.

The reduction of the funding would be used towards the borrowing required to fund new schools, over the lifetime of the loan. This was agreed by Council in October 2016.

- 3.4 The consultation paper is attached in appendix 1. This includes details of the reduction in funding per school.
- 3.5 The consultation responses (attached in appendix 2) were presented to the School Budget Forum on the 23rd November 2017. There were 19 responses and the summary is detailed below:

19 Responses:

10 agreed

4 disagreed

2 Responses said statutory maintenance should still be funded. This would be the case; this part of the formula remains unchanged.

3 agreed, but said the funding should be redistributed to schools and not used to fund the borrowing.

- 3.6 The School Budget Forum raised concerns that not all maintenance costs will be reduced in a new build. There are routine maintenance costs that will remain, such as PAT testing and routine cyclical maintenance. The forum asked that this funding remains in place to allow these works to be funded.
- 3.7 As a result of this, the proposal is to fund the schools below the following to cover these costs:

School	Opening	Funding for Cyclical Maintenance
Caldicot	Sep-17	£26,046
Monmouth	Sep-18	£11,462
Raglan	Sep-15	£6,366
Thornwell	Apr-14	£4,809
Rogiet	Nov-09	£5,499
Dewstow	Sep-12	£5,503
Total		£59,685

- 3.8 Therefore the total savings would reduce for the original proposed £176,255 to £116,570. The funding will be based on the prior year costs from property services as the actual costs are not known until the start of the year.

3.9 The paper was presented to CYP Select Committee on 1st February 2018, members scrutiny and the Committee conclusion is shown below:

- *Service contracts figures have been provided via the Property Services Department, as this department provides service level agreements to schools and detail every element of cost.*
- *In terms of the maintenance, after the five year period, there will be an element of maintenance being provided. It is the responsibility of the Governing bodies to maintain their schools and it would be anticipated that the maintenance would be used in the proper way.*
- *Cyclical maintenance figures are reviewed and updated annually via the property services Department.*
- *Committee's Conclusion:*
- *On behalf of the Select Committee, the Chair thanked officers for presenting the report and responding to Member's questions.*

4. OPTIONS APPRAISAL

The methodology has remained the same, but other options have been considered such as reducing the funding over either a longer or shorter period of time.

5. EVALUATION CRITERIA

This is included in appendix 3.

6. REASONS:

The cost of the new builds has seen significant pressures around capital budgets. The new schools will see a reduction in costs for building maintenance due to warranty periods and therefore it is equable that any savings generated are used to offset borrowing costs.

7. RESOURCE IMPLICATIONS:

The saving generated across the schools will be £116,570. This will not be redistributed to all schools, but used to fund borrowing costs.

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

This is included in appendix 4.

9. CONSULTEES:

The following were consulted as part of the consultation paper in September 2017:

All Head Teachers of Monmouthshire Schools, Chairs of Governing Bodies of Monmouthshire Schools, The Schools Budget Forum, the Senior Management Team, the Departmental Management Team of the Children and Young People Directorate, Diocesan Directors of Education, and All Elected Members.

DMT
Cabinet Member for Education
SLT
School Budget Finance Forum
CYP Select Committee.

10. BACKGROUND PAPERS:

Current funding regulations
Consultation document.

11. AUTHOR:

Nikki Wellington

12. CONTACT DETAILS:

Tel: 01633 644549

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Title of Report:	Building Maintenance funding for new schools
Date decision was made:	7 th March 2018
Report Author:	Nikki Wellington

What will happen as a result of this decision being approved by Cabinet or Council?
All schools under the age of 10 years will have a reduced amount of funding for building maintenance to reflect the reduced costs due to warranties being in place to cover the building.
12 month appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
Actual costs compared to funding.
12 month appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
The proposal is to reduce the funding by £116,570
12 month appraisal

Any other comments

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Appendix 1

MONMOUTHSHIRE LOCAL EDUCATION AUTHORITY
CHILDREN AND YOUNG PEOPLE DIRECTORATE
CONSULTATION DOCUMENT – CHANGES TO THE FUNDING
FORMULA FOR SCHOOLS.

- This document forms part of the consultation process on the proposed changes to the funding formula which delegates funding to schools within Monmouthshire.
- The relevant Welsh Government legislation that Monmouthshire Local Education Authority is bound by is:

The Schools Budget Share (Wales) Regulations 2010.

CONSULTATION DOCUMENT

**CHANGES TO THE DELEGATION OF FUNDING FOR SCHOOLS WITHIN
MONMOUTHSHIRE.**

Date of Issue: **21stSeptember 2017**

Action Required: **9th November 2017.**

Title of Document: The Review of Funding for Schools in Monmouthshire Consultation Document.

Audience: All Head teachers of Monmouthshire Schools, Chairs of Governing Bodies of Monmouthshire Schools, The Schools Budget Forum, the Senior Management Team, the Departmental Management Team of the Children and Young People Directorate, Diocesan Directors of Education, and All Elected Members.

Overview: This document details the background that gave rise to the review of the current consultation on Schools funding and then outlines the new proposals for the distribution of this funding.

Action Required: A proforma (Appendix 1) is enclosed for your response. The completed form should be sent to the address below by the consultation closing date of **9th November 2017**

Responses to: Nikki Wellington

Finance Manager
Children and Young People Directorate
Monmouthshire County Council
@Innovation House
PO Box 106
Caldicot
Monmouthshire
NP26 9AN
e-mail: nicolawellington@monmouthshire.gov.uk

Further Information: Enquiries about this consultation document should be directed to **Nikki Wellington**

Nikki Wellington
Tel: 01633 644549
e-mail: nicolawellington@monmouthshire.gov.uk

Additional Copies: These can be obtained from Nikki Wellington (telephone number and e-mail address above)

Related Documents: The Schools Budget Shares (Wales) Regulations 2010

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3 Proposal	4

Appendix 1 – Response Proforma

Appendix 2 – Current and revised funding.

1. Background

- 1.1. The School Budget Forum agreed to review the formula every year and to look at potential changes to ensure the formula remains up to date and to ensure that it continues to distribute funding in the fairest way.
- 1.2. Following a meeting of the School Budget Funding Forum on 14th September 2017, members agreed to consult on the funding formula in relation to the distribution of funding for building maintenance for schools up to 10 years old.

2. Issues with current arrangements

- 2.1. The current formula distributes funding for building maintenance using two methods of distribution:
 - a) Floor area of the school and a condition weighting between 1.0 – 1.4. The condition weighting is primarily driven by the age of the school.
 - b) Using pupil numbers and distributed as part of the Age Weighted Pupil Unit (AWPU) element of the formula.
- 2.2. The total budget for building maintenance is distributed 50% floor area and 50% via the (AWPU).
- 2.3. The only change to the formula for new schools is that the condition weighting is reduced to 1.0, however, in reality the building is covered by a number of guarantees for several years in most cases therefore this funding is either spent on other areas of school spend or carried into a surplus for the school.

3. Proposal.

- 3.1 The proposal is to change the formula so that all new schools are not distributed funding for building maintenance for the first 5 years following the opening of the new school.
- 3.2 Years 6 – 10 would be funded at 50% of the funding, this is to recognise that some costs maybe incurred at this stage.
- 3.3 The 50% funding would still be distributed via the same method as detailed in paragraph 2.1, but the condition weighting would be reset to 1.0.
- 3.4 The reduction of the funding would be used towards the borrowing required to fund new schools, over the lifetime of the loan. This was agreed by Council in October 2016.
- 3.5 Details of the schools affected and the proposed funding reductions are outlined in appendix 2, these are based on the 2017 – 18 funding and assume a full financial year.

Q1 – Do you agree with this proposal?

Q2. - If you do not agree with this proposal, do you have any other suggested method of reducing schools budgets to make the saving as outlined in appendix 1?

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Schools – Q1 Do you agree with the proposal.

In principal yes we agree, new builds should not require the same amount of funding as older schools as there are warranties, etc. in place and the new build should need very little maintenance over a five to ten year period if looked after.

However, the savings that are made should be allocated to schools with premises that are now becoming harder to maintain to be able to carry out works to improve these schools as the allocation allowed for emergency repairs is not sufficient to carry out improvements or renovations to areas. The current figure in the budget is not enough and is not in line with market pricing for repairs and maintenance.

In principle we agree that new builds should have lower building maintenance costs and therefore would require less funding. However, if funding was reduced there would need to be clear agreements as to who is responsible for any costs arising during the 10yrs that are related to build, including any systems such as heating, IT, security etc. Whilst buildings themselves are usually covered for 10yrs other internal systems often have a shorter guarantee time.

Not entirely – the 100% reduction would not provide funding for the schools to pay for their yearly core annual service costs that would still need to be undertaken e.g. PAT testing, service of fire alarm system etc.

Ensure all of the schools are funded with the amount to cover the annual core service costs as determined by Property services.

Caldicot School does not agree with the proposal and feels it is based on assumptions and not financial evidence as it is not available at this early stage. Caldicot School is the first new Secondary school that has been built by MCC & has only been open for two months.

The new buildings may be covered by a number of guarantees however there are stringent servicing regimes that have to be met to ensure these are validated. These servicing requirements will be additional costs in comparison to the old buildings.

MCC are currently unable to provide an agreed maintenance/servicing cost for the new school and, with the information currently available, it is estimated that the new school maintenance costs will be more than double the cost of the old building.

The new Caldicot School is a major investment by MCC and it requires that maintenance schedules be continued otherwise, with the heavy usage that the school experiences with 1,300 pupils there will be a significant negative impact on the school building.

Yes I agree with the proposal

Yes

Our Governors met to discuss the proposal and don't agree with the proposal.
As a 'new build school' our governors don't agree with the proposal and would offer the following reasons.
During the initial snagging period (one year) the building maintenance costs were reduced. During this time this was offset by a number of other associated costs – leadership costs (both prior to opening and for the first year), administrative costs associated with time consuming snagging reports and follow up meetings and visits for repair and key holder / H/t time costs whilst waiting for example, when windows wouldn't close.
During this time there were disputes over issues such as alarms and entry systems where the cost was disputed and resulted in more 'admin' time.
Following the snagging period costs for maintenance of automated systems such as automatic doors, rainwater harvesting, solar panels, sprinkler systems, CCTV etc are more expensive than traditional builds. This cost increases when these malfunction and costs are reflected in additional hours for staff rather than in building maintenance costs. Many of these systems are affected by the weather (storms) and power cuts which can set off the alarms and result in call outs at all hours (additional hours not reflected in building maintenance again).
Governors feel that these costs need to be considered.
Additionally, walls still get scuffed, toilets break, lights need replacing etc. Some of these things are rectified internally rather than through Property Services so will be included in additional hours.

Totally - there should be fewer issues and many covered by guarantee etc - the older buildings will have more issues and should have more of the pot

Proposal seems fair and sensible way to distribute funding.

Following discussion by the King Henry VIII School Governing Body Finance Sub-committee on 16 October 2017, the governing body was generally in favour of the proposed changes, but feels that some provision should be retained within the funding formula to account for STATUTORY MAINTENANCE CHECKS REQUIRED BY LAW. These must be carried out irrespective of the age of the premises, and would still be incurred by new-build schools. Some examples of these might include:

- ◆ PAT Testing
- ◆ Testing of boilers and pressure vessels
- ◆ LEV and Fume cupboard testing
- ◆ Emergency lighting testing

Yes. This seems fair given the investment.

No – please see below for rationale - below

Whilst the requirement for reactive and proactive repair should not be necessary in a new school, and we agree that this should be the case for a period of years as covered by guarantees from constructors (you suggest 5) there are annual servicing costs required to equipment to comply with Health and Safety legislation and site management costs irrespective of the age and condition of the school buildings.

For example here at Monmouth Comprehensive School annually we currently incur the following costs not related to maintaining the condition of our buildings:

Servicing of:
Fire extinguishers
D&T equipment and gases
Kilns
Pat Testing

Fire Alarm Systems
Security Alarm Systems
Boilers
LEV/Fume Cupboards
Ventilation Systems
Sprinkler Systems
Air Conditioning

Current Total Annual Servicing costs £20,900

Waste/refuse removal - £10,000

Gritting the site - £500

Pest Control - £500

Health and Safety Training of staff - £1,000

Consumables – replacement light bulbs etc. - £500

We are not aware that any guarantees provided by constructors would extend to cover the areas detailed above?

As you are aware, the Phoenix Building is remaining and will be subject to a 'face lift'. This building was built in 2001, while some of the internal classrooms are being refreshed this does not include communal areas. The toilets through age require continual maintenance, as indeed do some of the floor coverings in corridors and stairwells, fire doors, blinds etc. The external rainwater systems require regular maintenance/repair. The approximate annual cost for this maintenance would be £2,000.

Current baseline funding required for servicing costs is £36,000

We would agree that funding received that exceeds the baseline funding requirement could be retained by MCC to service borrowings for years 1-5. However, the baseline funding requirement may be different for servicing requirements in the 'New' School and we would expect this figure to reflect actual costs once known.

We would then agree with the reintroduction of funding to support buildings maintenance from years 6-10 at 50% with a condition weighting of 1 – this funding would be in addition to the baseline funding as detailed above.

I appreciate the need to cut costs but as a former governor of a new build school there are some maintenance costs that can occur after an initial warranty period that will not be covered throughout the five year period. This is something that should be considered, however as a head of a school that was mostly built in the late 60's school building maintenance costs will increase as the general stock gets older and I certainly feel this may be a way of diverting some funds, which I as one could greatly benefit from.

In principle we agree that new builds should have lower building maintenance costs and therefore would require less funding. However, if funding was reduced there would need to be clear agreements as to who is responsible for any costs arising during the 10yrs that are related to build, including any systems such as heating, IT, security etc. Whilst buildings themselves are usually covered for 10yrs other internal systems often have a shorter guarantee time.

Yes on the basis of existing guarantees being in place for many aspects of the new build and the reduced likelihood (I assume) of maintenance issues in the first 10 years. It no longer seems

appropriate for monies to be allowed to accrue in reserve when the purpose for their delegation is reduced / significantly reduced compared to other, older, more needy buildings.

While we accept that there will be a short timeframe in which recipients of a new build have reduced premises costs due to the snagging period associated with new builds there is never a time when these costs are nil. During the snagging period toilets flood, walls are chipped and sockets fail in these new builds with the same regularity as in older buildings.

There are also enormous costs in terms of leadership and admin time during the 'consultation' and planning period and the lengthy disputes during the snagging period when the builder and the client argue over whether certain flaws e.g. leaky roofs, provision of adequate storage and malfunctioning fire alarms are the responsibility of the builder or the client. The responsibility for the collation of issues regarding the new build falls with the school, not the client and demands much of the leadership and admin team whose priorities should be school improvement, safeguarding and the attainment of pupils. Along with the proposal to reduce premises costs during the snagging period, we feel it is appropriate to increase funding for leadership and additional hours for admin staff in order to meet the demands of snagging alongside the delivery of our core educational purpose.

As soon as the short snagging period is over, around a year in Thornwell's case, costs begin to rise immediately. New builds contain numerous modern features that are prone to malfunction and costly to repair. Automated windows and doors are a good example. Automated doors and those with electronic door closures malfunction very regularly, they cause an immediate safeguarding risk and are expensive to fix. We had lengthy disputes with our builders even within the snagging period about who should pick up these costs and since that time, of course, we have borne all of them. With our new build we have significantly higher annual utility bills and increased annual expenditures on security associated with CCTV.

We accept that proportionately reduced income for premises during the snagging period is appropriate but feel that as soon as that period is over we should be funded appropriately given that we continue to bear the costs as outlined above. There also needs to be some financial recognition of the countless days school staff spend in planning, consultation and snagging meetings associated with new builds.

I agree with this proposal related to the reduction of maintenance funding for new schools.

I don't agree that this proposal considers the appropriate distribution of maintenance costs across the range of ages of the schools in Monmouthshire.

No, I do not agree with this proposal.

My previous school was a new build and many guarantees / warranties on some basic building maintenance fittings were only 3 year. I can recall we had some difficulty funding many building maintenance issues in the early days.

However, I do not think the building maintenance sum for new builds should be a large sum.

Other

This appears reasonable and fair given that these schools have been recently built.

Summary for Question 1:

19 Responses:

- 10 agreed
- 4 disagreed
- 2 Responses said statutory maintenance should still be funded. This would be the case; this part of the formula remains unchanged.
- 3 agreed, but said the funding should be redistributed to schools and not used to fund the borrowing.

Question 2 – if you do not agree with this proposal, do you have any other suggested methods of reducing schools budgets to make the saving outlined in appendix 1?

A high percentage of the saving would still be in place. Could the shortfall in saving be made up by extending the reduction period by adding a further tier for say 2 years of possibly 25% reduction?

Capital improvements should be funded from a capital funding stream and not by reducing revenue budgets intended for schools.

Building maintenance has health & safety elements which must be adhered to. If funding is withdrawn, or significantly reduced, it will have a negative impact on pupils as funding will have to be diverted from learning to elements of maintenance.

Governors would like a breakdown of the AWPU to discuss / further consider this – is it fair that learners in new builds receive 'less' per learner than other Monmouthshire schools. They would suggest that expensive build option to satisfy BREAMM ratings might be looked at in the future as these appear to cost more in maintenance and repair than traditional build and seem to malfunction more frequently (or in the case of the automated windows still don't function properly). They would like to see longer snagging periods built into the build scheme for future new builds. Should this proceed the Governors are concerned that there should be contingency funding for new schools 'just in case' or possibly take what is left in the building maintenance at the end of the financial year (as a new build we can provide details of any extra hours for internal maintenance). Consider a more localized building maintenance service possibly via Clusters which will save on lost 'travelling time' for current building maintenance. Consider a more planned building maintenance programme. Consider localized contractors possibly via Clusters which will save on lost 'travelling time' for current contractors and could be more competitive with quotes being sought.

I feel school budgets are already as tight as they can go. As an authority I feel the question is why can't WAG give equal budget shares for education to all LA in a similar region. Some neighbouring authorities evidently are given a greater grant share while in a similar economic region. Surely this is the main issue that the LA should be addressing first.

Could you investigate charging those families who can afford it for Breakfast Club by only running free breakfast clubs for schools who serve postcodes with flying start provision and for FSM pupils elsewhere?

There may be a range of 10 to 20 years age where the maintenance is fairly standard, however, as the school then gets older than 20 years there are additional issues related to various parts of the fabric of the buildings eg the insulation, the windows / doors, internal built in furnishings and decoration.

I am not sure how the weighting is defined for a specific school between 1.0 and 1.4 but the range of weighting available to be used in the formula does not appear to allow sufficient differentiation to reflect the over 20 year old schools.

I also believe there are additional opportunities for savings in new schools funding ;

1. Funding for Energy due to the increased efficiency of heating systems and insulation in new schools as well as alternative energy options.
2. Charges for water where grey water use is in place in new schools.

I'm not quite sure if this is the correct opportunity to share my ideas on saving money as an authority but working in a school in Caerphilly has taught me that having a staff suspension scheme saves a considerable amount of money.

The cost of having staff suspended or deployed at Ysgol y Ffin has had a significant impact on our deficit budget. This issue received huge challenge during our recent ESTYN inspection.

Experience in my previous school tells me that the staff suspension scheme saved a total of approximately £50,000 over a period of 3 years. By not having such a scheme at Ysgol y Ffin, effectively the school was paying for two headteachers at one point and took a hit of around £20,000. In very recent times we find ourselves in a situation where we are paying approximately £100 a day to cover a member of staff on suspension. With Safeguarding processes taking a considerable time for all professionals to meet, the daily hit on the budget is a concern. With a suspension scheme, this concern would be nullified.

I appreciate Caerphilly is a much larger local authority and that the cost was spread between many more schools the MCC.



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Nikki Wellington</p> <p>Phone no: 01633 644549 E-mail: nicolawellington@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To reduce the funding for building maintenance for schools under 10 years old.</p>
<p>Name of Service CYP Finance</p>	<p>Date Future Generations Evaluation 10th January 2018</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Building maintenance costs will be reduced for new schools, initially the buildings will be covered by defect warranty periods. This will reduce the use of</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	school funds being used when there is already cover in place.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	No impact
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact	No impact
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	No impact	No impact
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	No impact
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	No impact
A more equal Wales People can fulfil their potential no matter what their background or circumstances	No impact	No impact

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Schools will understand what is covered by warranty. Schools will then be able to plan any routine maintenance following that period to ensure the buildings are maintained.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Schools will be working closely with the contractors during the warranty period to maintain the building.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Schools will be able to be proactive in engaging the contractors fulfill their warranty obligations.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>		

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Disability	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Gender reassignment	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Marriage or civil partnership	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Race	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Religion or Belief	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Sex	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Sexual Orientation	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Welsh Language	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Corporate Parenting	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

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

Fair Funding document and consultation document.

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

The positive impact is that public money will not be used where buildings are still under cover by a warrenty.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Cabinet decision	7 th March 2018	Nikki Wellington	

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

The impacts of this proposal will be evaluated on: March 2019

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 th March 2018.	

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SUBJECT: CONSULTATION PAPER FOR INCLUSION REVIEW.

MEETING: CABINET

DATE: 7TH MARCH 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

This report proposes to seek approval to consult on the proposed changes for Inclusion across Monmouthshire.

2. RECOMMENDATIONS:

To approve the consultation document for the proposed Inclusion Provision across Monmouthshire, to allow full consultation with partners on the proposed changes.

3. KEY ISSUES:

- 3.1 During the Estyn inspection in 2012 it was identified that there were too many statutory statements and that strategic planning was weak. In the following year, a review of the provision at Mounton House identified that the number of Monmouthshire pupils attending the school had fallen however there was an increase in the number of pupils with challenging behaviour attending out of county provision.
- 3.2 In addition to the above, the Strategic Outline Business case for both Caldicot and Monmouth included a 55 place secondary Special Needs Resource Base at each school.
- 3.3 In 2016 the Local Authority took the decision to carry out a wider review of all Inclusion provision. Underpinning this is the Welsh Government review of additional learning needs across Wales resulting in a new ALN and Education Tribunal Wales becoming an Act in 2018.
- 3.4 The main conclusions of this review were:
 - The current designations of the Special Needs Resource Bases does not match our identified and projected needs sufficiently well.
 - The number of pupils with challenging behaviour attending Mounton House Schools continues to fall and there is no provision within county for girls or younger pupils.
 - There is limited specialist provision within county for primary pupils who diagnosed with Autistic Spectrum Disorder and other associated needs.
 - At present, we have no specialist secondary provision for pupils diagnosed with Autistic Spectrum Disorder and other associated needs.
 - The number of fixed term and permanent exclusions is increasing.
 - The capacity of the Pupil Referral Service is insufficient to meet demand from schools.

- 3.5 During this process a full needs analysis was undertaken to look at current and future needs of our young people. This has been key to drive the proposed model to ensure that we can cater for the needs of our young people.
- 3.6 The aim of the new model is to secure equality of access to education for children and young people with additional learning needs and enable them to participate in, benefit from and enjoy learning.
- 3.7 The proposal will ensure that our mainstream schools have the skills, capacity and support to meet current and emerging needs and that nearly all children and young people will access appropriate education in their local mainstream school.
- 3.8 To develop processes to enable schools, key partners and wider agencies to work together in the best interest of the child or young person and take all reasonable steps to participate in mainstream education.
- 3.9 The model will reduce the number of children and young people having to access education outside our county.
- 3.10 The full consultation document is detailed in appendix 1.

4. OPTIONS APPRAISAL

Option 1- Do nothing

Whilst this was an option maintaining the status quo, it will clearly not meet children and young people's needs in Monmouthshire as indicated by our review of provision. This option will not enable more children and young people to be educated appropriately within their local community and would not enhance the capacity of schools to enable them to provide for a wider range of ALN. The number of out of county placements would continue to increase.

Option 2- Develop separate behaviour and ALN provisions to meet local needs

This option will meet a greater range of children and young people's needs in within the county and in their local community. This option will provided the opportunity to enhance the capacity of schools to enable them to provide for a wider range of ALN and behaviour issues. However, this model may result in a silo approach to meeting and addressing behaviour and ALN needs. As a result, it will be far more difficult to develop a holistic approach to meeting the needs of children and young people and providing suitable support to their families. The cost of this model is greater than other models because there are additional management costs associated with running two provisions.

Option 3- Develop a partnership agreement with an independent provider for them to deliver ALN on behalf of the Local Authority

This option will enable children and young people to access appropriate education within Monmouthshire if a suitable provider accepted the commission. Although this model will provide opportunities to enhance the capacity of schools so that they can meet a wider range of need, it would be at an extra cost to the LA. Additionally, the LA would lose its specialist provision and current outreach support and school-to-school work would be chargeable as all independent provider are trading businesses. Over time, there is a high probability that costs would increase in the future and the provision may develop to meet needs that do not align with those within our county.

Option 4 - Develop a new special school that will deliver the full range of provision required to meet the needs of children and young people within the Local Authority.

This option will meet the needs of the majority of children and young people's within Monmouthshire. This option will enable children and young people to be educated where

appropriate within their local community and will provide the opportunity to enhance the capacity of schools so that they can provide for a wider range of ALN and behaviour needs. The new Special School will provide a cohesive and holistic approach to meeting the needs of the majority of learners irrespective of need, age or gender. The satellite nature of the provision will enable almost all children and young people to access education locally, significantly reducing their travel times. When this model is implemented, the number of pupils needing to be educated in out of county placements will reduce. Consequently, the financial impact on all pupils and on other service areas will reduce significantly.

5. EVALUATION CRITERIA

This is included appendix 2.

6. REASONS:

Core to this review is to enable Monmouthshire pupils to access education where ever possible in their local communities. The designation of our Special Needs Resource Base and Special School will ensure that they can support current and emerging needs.

7. RESOURCE IMPLICATIONS:

Once the model is fully operational, the full year savings will be £500,000, however if agreed there will only be partial saving in 2019-20 of £200,000.

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

This is included in consultation document appendix 1.

9. CONSULTEES:

Headteachers
Children Services
Education Achievement Service
CYP DMT
CYP Wider DMT
SNAP Cymru
CYP Select Committee
SLT
Cabinet Member for Education

10. BACKGROUND PAPERS:

ALN Act 2018
Analysis of Local need

11. AUTHOR:

Will McLean

12. CONTACT DETAILS:

Tel: 01633 644582

E-mail: willmclean@monmouthshire.gov.uk

Title of Report:	CONSULTATION PAPER FOR INCLUSION REVIEW
Date decision was made:	7 th March 2018
Report Author:	Nikki Wellington

What will happen as a result of this decision being approved by Cabinet or Council?
This will allow the Children and Young People Directorate to consult all partners on the proposed changes to the inclusion provision across Monmouthshire.
36 Month appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
Meeting more of the needs of our young people within Monmouthshire. Reduce the number of pupils that need to access education in other authorities.
36 month appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
Once the model is fully operational, the full year savings will be £500,000, however if agreed there will only be partial saving in 2019-20 of £200,000.
36 month appraisal

Any other comments

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monmouthshire
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CONSULTATION DOCUMENT

Reorganisation of ALN & Inclusion Services -
Appendix 1

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Glossary of terms used in this document

Abbreviation	Description
ALN	Additional Learning Needs
SEBD	Social, Emotional and Behavioural Difficulties
ASD	Autistic Spectrum Disorder
SLD	Severe Learning Difficulties
SLCD	Speech, Language and Communication Disorder
PMLD	Profound and Multiple Learning Difficulties
SNRB	Special Needs Resource Base
LA	Local Authority

Introduction

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

This document represents the Council's responsibilities as part of the School Standards and Organisation (Wales) Act 2013 to consult with appropriate stakeholders when giving consideration to any significant school reorganisation proposals.

The purpose of the consultation is:

To seek the views of our community and key stakeholders on proposals to implement a new delivery model to meet the needs of children and young people with additional learning needs (ALN) and those presenting with challenging behaviour.

The consultation document clarifies our aims for the future, identifies the key principles behind our proposal, and provides an analysis of both current and projected need. It refers to the Welsh Government plans to transform expectations, experiences and outcomes for children and young people with additional Learning needs (ALN) specifically through the introduction of new legislation under the Additional Learning Needs and Tribunal (Wales) Act planned for implementation from September 2020.

Background to the review of ALN and Inclusion Services

Monmouthshire is committed to improving the educational achievement and attainment for all children and young people in in the county through the provision of an inclusive education system that places the child or young person at the centre.

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

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

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

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

Over the last five years, we have made progress towards fulfilling this commitment for the majority of our children and young people. However, there is still more to do to ensure that this is the case for everyone and particularly for learners with ALN and social, emotional and behavioural difficulties (SEBD).

In November 2012, Estyn reported that the quality of Local Authority (LA) education for children and young people with ALN in Monmouthshire was unsatisfactory. In its follow-up visit in November 2016, Estyn reported that the authority had made good progress in addressing almost all areas. However, the 'lack of specialist facilities for learners with autistic spectrum disorder (ASD), social emotional and behavioural difficulties and severe learning difficulties and as a result, learners had to travel long distances to attend specialist out of county placements' remained an area to be addressed.

Since this time and through its 21st Century Schools programme, the Local Authority has extended its secondary provision by including a Special Needs Resource Base in the new schools in Caldicot and Monmouth. Whilst this will increase the capacity of secondary SNRB ALN provision across the county, it does not address the needs of learners with SEBD, especially our girls and younger learners.

Consequently, in January 2017, the LA established an ALN Steering group involving LA Officers, Headteachers, ALNCos, Governors, Children Services Officers and

SNAP Cymru to review and improve the provision and capacity to meet a wider range of needs within the county for children and young people with ALN and SEBD.

The review included an analysis of current and projected pupil needs, an evaluation of the skills and capacity within schools, the impact of high cost out of county placements and our readiness to meet the expected requirements of the Additional Learning Needs (Wales) Bill at the point of implementation. Our analysis indicated that:

- Our local ALN and SEBD provision did not meet the needs of many of our children and young people and as a result, they were accessing education in an out of county placements. Further scrutiny identified a significant shortfall in provision for ASD, Speech Language and Communication Disorder (SLCD) and SEBD within the county and an excess of provision for Moderate Learning Difficulties (MLD). It also became clear that the proportion of fixed term exclusions show an increasing trend
- There is a need to develop skills and capacity within our school system to ensure that more pupils are educated in their local area and where possible in mainstream schools
- The increasing financial pressures associated with the significant numbers of young people being educated outside Monmouthshire were not only having a significant impact on the overall provision for children and young people in schools, but also on other service areas such as the Passenger Transport Unit
- Our current model would not enable us to meet fully the requirements of the new ALN Act when implemented because we cannot ensure equality of education opportunity and access.

The aim of this reform programme is to secure equality of access to education for children and young people, including those with ALN and SEBD, which meets needs and enables them to participate in, benefit from and enjoy learning by:

- **Securing excellent teaching and learning** to deliver a high quality and inclusive curriculum for all learners and in doing so this will underpin all our systems and processes
- **Building the capacity of schools** to educate their children and young people in their local community and within the local authority wherever possible
- **Implementing systems and processes to facilitate early assessment, intervention and support** using a range of multi-agency providers including third sector organisations
- **Securing effective Cluster partnership arrangements** to become the key driver for the implementation of our strategy
- **Maintaining a consistent approach to nurture and well-being** to support learners and their families across the county
- **Securing effective and transparent multi-agency working** to ensure the best possible outcomes for learner's well-being and achievement
- **Maintaining Home /host school registration and establishing revolving door arrangements** to provide opportunities for children and young people to access

the support they need and return to their community school ensuring that resources follow the learner and appropriate provision is maintained to meet identified need

- **Securing good access to local, high quality, flexible provision** that is appropriate and is able to meet current and changing needs
- **Adopting an invest to save** approach in order to the achieve best practice and build sustainability

The Steering Group considered three/four main options, and the LA seconded a Headteacher to develop and refine the final model for service delivery based on the work of the Steering Group. After further consultation and amendment, the final model has become our 'Proposal' to redesign our model of delivery around the needs of our children and young people, establish specialist provision for ASD and SEBD within Monmouthshire and in doing so, reduce the need for learners to travel long distances.

The Council's ALN and Inclusion Strategy sets out the guiding principles applied to ensure our proposed model of delivery addresses the local needs of our children as follows:

- All of our children and young people are valued, whatever their needs, so that they can experience success in their learning, reach their potential, enjoy high levels of well-being and maximise their life chances
- Meeting the needs of children and young people with ALN and SEBD is a priority and is everyone's responsibility
- The overwhelming majority of children and young people are educated with their peers and in their local community
- Appropriate, specialist provision to meet the needs of our children and young people is available within the local authority
- All parties, including schools, parents and wider agencies work together and in the best interests of the child.

In considering our options and developing our proposals we have paid due regard to the requirements of the Future Generations Act (wales) 2015, the United Nations on the Rights of the Child (UNCRC) and the Additional Learning Needs and Education Tribunal (Wales) Act 2018.

Current provision across Monmouthshire

Monmouthshire County Council currently supports pupils with ALN and SEBD by utilising a combination of provision. This could be in a mainstream class, specialist provision in a Special Needs Resource Base (SNRB) within mainstream school, support and intervention from our Pupil Referral, our Special School in Monmouthshire or a Special School in another LA, and in some cases, in an Independent Special School outside of the county.

Our current provision within Monmouthshire supports the following needs and is located at a number of sites as indicated below:

Support base	Provision offered	Capacity
Overmonnow SNRB	Moderate to severe learning difficulties, profound and complex needs, ASD and other pervasive developmental disorders	20
Pembroke SNRB	Moderate to severe learning difficulties, profound and complex needs, ASD and other pervasive developmental disorders	20
Deri View SNRB	Moderate learning difficulties and another additional identified need including language social, emotional and behavioral difficulties (SEBD)	20
Caldicot School SNRB	Moderate to severe learning difficulties	55
Monmouth School SNRB (September 2018)	Moderate to severe learning difficulties	55
Mounton House Special School	Day and residential provision for boys aged 11-16 with social, emotional and behavioral difficulties (SEBD)	58
Pupil Referral Service	ASD outreach provision for primary and secondary age pupils	As required

Whilst on the surface it appears that there is a wide range of ALN and SEBD provision available across the county, the high number of children and young people accessing specialist provision outside of the county indicates that the provision we have currently, does not align with the provision we need. Our analysis shows that at present, our in County provision is unable to support many children and young people with the following needs:

- High functioning ASD anxiety and behavioural difficulties
- Young people at the point of transition into secondary school with Profound and Multiple Learning Difficulties (PMLD),
- Young people at the point of transition into secondary with severe learning difficulties
- Younger learners and girls presenting with SEBD
- Severe hearing or visual impairment

Our challenge as a Council is to ensure that our ALN and Inclusion model of delivery is 'fit for purpose' for all learners. In addition, the new model must be appropriate to meet the needs of the groups of children and young people above so that they can also access services as required, as locally as possible and at the very least within Monmouthshire.

What options did we consider?

The ALN and Inclusion review identified that there is an excess provision for moderate learning difficulties that met within mainstream schools for the majority of learners. Conversely, there is insufficient provision for children and young people with ASD, anxiety and behavioural difficulties in both the primary and secondary phase; younger pupils and girls with SEBD; secondary provision for learners with PMLD and severe learning difficulties and children with severe hearing or visual impairment.

The ALN Steering Group considered a number of options for consideration and recommendation on the proposed model to move forward. The main options for the new model considered by the group are outlined below. The table for each option illustrates how each option based on a comparative analysis that outlines the implications of each option.

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

Option 1	
<i>Status Quo</i>	
Advantages	Disadvantages
None	We will not fully meet the needs of children and young people in Monmouthshire as indicated by our review of provision
	There will continue to be a large number of children and young people placed in provision outside of their local community
	The number of out of county placements would continue to be high
	The currently very high costs associated with out of county placements would continue to rise

Option 2 – Establish a new ALN provision and a new SEBD/behaviour provision within Monmouthshire to meet our local needs.
This would mean creating a new Special School for ALN to include our current provision in our SNRBs and extending our current SEBD provision to include girls and pupils from 5 to 19 years of age.

Option 2	
<i>Develop separate behaviour and ALN provisions to meet local need</i>	
Advantages	Disadvantages
Will meet a greater range of children and young people's needs within their local community	May develop a silo approach to meeting and addressing behaviour and Additional Learning Needs.
Provide an opportunity to enhance the capacity of schools to enable them to provide for a wider range of ALN and behaviour issues	This will result in difficulties in developing a holistic approach to meeting the needs of children and young people and delivery suitable support to their families
	The costs associated with this option will be higher than other options due to the additional management costs associated with running two separate provisions

Option 3 – Develop a commissioned agreement with an independent provider to deliver ALN and Inclusion provision on behalf of the Local Authority. This would mean that our Special School and SNRBs could be closed when delivery transfers to the commissioned provider.

Option 3	
<i>Develop a commissioned agreement with an independent provider for them to deliver ALN provision on behalf of the Local Authority</i>	
Advantages	Disadvantages
Suitable provision could be provided locally	A suitable provider would need to be available to accept the commission
Provide an opportunity to enhance the capacity of schools to enable them to provide for a wider range of ALN and behaviour issues	The costs associated with this option would be very high, and are likely to increase significantly in future
	The Local Authority would lose its specialist provision, current outreach support and school to school work would be chargeable as all independent providers are trading businesses
	The provision may develop to meet needs that do not align to those within our county

Option 4 – Establish a new special school that will deliver the full range of provision required to meet the needs of children and young people with ASD, SEBD, PMLD and severe learning difficulties within the Local Authority. This would mean that existing provision for ALN would be re-designated to accommodate a wider range of need and transferred to the new Special School under the management of the Headteacher. The provision for SEBD/Inclusion would also be re-designated, extended and transferred to the new Special School under the management of the Headteacher. The Pupil Referral Service would be satellite provision closely linked to, but independent from the school.

Option 4	
<i>Establish a new special school that will deliver the full range of provision required to meet the needs of children and young people within the Local Authority</i>	
Advantages	Disadvantages
Will meet the needs of the majority of children and young people within the County	A very small number of children and young people with very specialized needs will still need to access education in out of county placements
Provide an opportunity for Children and Young people to be educated within their local community where appropriate by enhancing the capacity of schools enabling them to provide for a wider range of ALN and behaviour needs	
Provide a cohesive and holistic approach to meeting the needs of the majority of learners irrespective of need, age or gender	
Satellite nature of the provision will enable almost all children and young people to be educated locally, significantly reducing travelling times	
New provision would ensure continuity of provision for almost all children and young people from 3 to 19 years within the county.	
Maximise the use of the resources at our disposal, including sharing staff expertise and developing strong school-to-school working.	
The number of children and young people required to attend out of county placements would reduce	
The financial impact on pupils and other service areas would reduce significantly	

The preferred option

Our preferred option is Option 4. This proposal contains two distinct, but intrinsically linked elements. The first element focuses on the provision for children and young people with ALN and the second element on the inclusion of and provision for children and young people with SEBD. The key reasons for this are that it:

- meets our requirements in full
- provides a continuum of provision for our children and young people
- can respond to the changing needs of our children and young people
- can be delivered locally to reduce the need for significant travel
- reduces the inequality in accessing suitable provision within Monmouthshire

We have developed our proposal for a new model of delivery for ALN and Inclusion to address our identified needs. The Local Authority now wishes to gather the views of stakeholders for consideration when the Council decides on a way forward.

As the reform programme progresses, the Council may consider undertaking further statutory consultation on other areas of ALN or SEBD provision in due course.

Consultation Arrangements

The Council proposes ***to implement a new delivery model to meet the needs of children and young people with additional learning needs (ALN) and those presenting with challenging behaviour.***

The council is now engaging in statutory consultation processes with all interested parties to ensure that any decision taken by the Council is one that is informed.

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

Statutory Consultation Period commences	Statutory Consultation Period concludes	Period of consultation
16 th April 2018	27 th May 2018	6 weeks (including 20 school days)

Formal consultation process

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

The Council seeks to engage with a wide range of stakeholders on the proposals outlined in this consultation document. A full list of the consultees can be found under [Appendix 2](#).

As part of the consultation process, the Council has arranged for the following sessions to engage interested parties who may wish to learn about the proposal:

Day	Date	Time	Venue
TBC			Caldicot School
TBC			Chepstow School
TBC			King Henry VIII Secondary School
TBC			Monmouth Comprehensive School
TBC			Mounton House Special School???

Council Officers will be in attendance to explain the proposals in detail and answer any questions and ensure all comments/views made are recorded.

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

- Writing to School & Student Access Unit, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN.

- Emailing strategicreview@monmouthshire.gov.uk.
- Completing the response proforma which can be found under **appendix 2** and returning it to School & Student Access Unit, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN. .

Comments must be submitted to the Authority by midnight on the **27th May 2018**.

It is important to note that any unfavourable comments made during the consultation period will not be treated as objections to the proposals, but will be accepted as adverse comments. Objections to the proposals can only be accepted after the consultation period has concluded and should the Council determine to proceed with the proposals by way of publishing statutory notices. If you wish to object, you will need to do so in writing should the Council enter into a statutory objection period. If consultees submit a request during the objection period, asking for a response submitted at the consultation stage should be treated as an objection this will be accepted.

Consultation with Children and Young People

The views of children and young people remain important to the Council and therefore consultation sessions on the proposals included within this document will be held with the School Councils of schools affected. Any views obtained through this process will be included within the consultation report produced on consultation of the formal consultation stage.

Conclusion of the Formal Consultation process

The opportunity to respond to the proposals outlined within this consultation document will conclude **midnight on 27th May 2018**. The Council' cabinet will then be provided with a consultation report analysing the views shared by consultees during the formal consultation process and determine whether or not they wish to proceed with the proposal. A copy of the consultation report will also be made available to consultees within 13 weeks of the closure of the formal consultation period.

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

The Council' Cabinet will then consider the responses received during the statutory notice period in the form of an objection report, and make the final decision as to whether to proceed with the proposal.

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

Stage of process	Key date
Cabinet consider the results of the consultation and determines whether to proceed with proposals	4 th July 2018
Council publish statutory notice and enter into objection period	3 rd September 2018
Cabinet consider the objection report and determine whether or not to implement the proposals	7 th November 2018

Implementation

Should the outcome of the statutory consultation processes determine that the Council are to proceed with the proposals outlined in this consultation document, the implementation of such proposals will be staggered commencing on 1st April 2019 and concluding on 1st September 2019. Details of the regulated alterations associated with this proposal together with the proposed implementation timeline can be found under appendix 4

Summary of consultation process

Process	Key dates
<p>Publication of formal consultation document</p>	<p>16th April 2018</p>
<p>Consultation meetings to take place:</p> <p>Caldicot School Chepstow School Monmouth School King Henry VIII School Mounton House</p> <p>Pupil consultations</p>	<p>TBC TBC TBC TBC TBC</p> <p>TBC</p>
<p>Deadline for responses to consultation proposals</p>	<p>27th May 2018</p>
<p>Consultation report to be presented to Cabinet Publication of consultation report</p> <p><i>Cabinet consider consultation report and determine whether to proceed with proposals</i></p> <p>If agreed - Proceed to next stage If not agreed - proposals will end</p>	<p>4th July 2018</p>
<p>Publication of Statutory Notices and enter into objection period</p> <p><i>If approved, the Statutory Notice will be published on the County Council's and any other proposer's websites and posted in the named schools and other conspicuous places within the community. Copies of the notice will be made available to the relevant schools to distribute to pupils, parents/carers and members of staff.</i></p> <p><i>Opportunity to formally object to the proposals.</i></p>	<p>3rd September 2018</p>
<p>Deadline for submitting objections to proposals <i>28 days from date of publishing statutory notices</i></p>	<p>10th October 2018</p>
<p>Objection report presented to Cabinet <i>Cabinet Consider objection report and determine whether to implement proposals in light of any objections received</i></p>	<p>7th November 2018</p>
<p>Council publish Cabinet decision</p>	<p>?</p>
<p>Implementation of proposals <i>Staggered implementation – please see appendix 3</i></p>	<p>April 2019 – September 2019</p>

Our Proposal

The Local Authority wishes to consult on the establishment of a new special school that will deliver the full range of provision required to meet the needs of children and young people with ASD, SEBD, PMLD and severe learning difficulties within the County. The existing Mounton House Special School will close as a result of the proposal and form the site of the new special school.

The new special school will offer provision for a wide range of Additional Learning and behavioural needs delivered through multiple Satellite settings placed across the County. The proposal will ensure provision is provided locally to children whose needs cannot be met within mainstream settings and require more specialist support. The existing Pupil Referral Service will also be enhanced to provide a greater range of outreach support and provision for young people at risk of exclusion.

Reasons for the proposal

The key reasons why the Council proposes to introduce a new model for the delivery of ALN and Inclusion in the county are:

- The number of pupils attending Mounton House Special School have declined significantly over recent years and there is significant spare capacity at the school
- The forecasted number of pupils expected to require placement at Mounton House Special School continue to decline in line with the current provision on offer
- Mounton House designation is for pupils diagnosed with SEBD and if pupils have a diagnosis of ASD and specialist placement is required then they have to be placed in external specialist provision
- Mounton House provides provision for boys with SEBD at key stage 2 and 4 only
- The Council currently has no specialist behaviour support for secondary aged girls with SEBD or ASD
- The Council currently has no specialist behaviour support for Primary aged pupils (boys and girls) with SEBD
- The Council currently has no specialist behaviour support for Primary aged pupils (boys and girls) with ASD
- The limitations of current ALN provision due to the designation of our existing SNRBs throughout the County means that a large number of our children and young people are placed in out of county educational placements
- The Council is committed to reducing the number of exclusions currently taking place across schools in the County
- The PRU operates on an outreach basis at primary phase and primary exclusions are too high
- The PRU operates on an outreach basis at KS3 and some young people experience repeated episodes of fixed term exclusion
- There is a need for greater PRU capacity at KS4
- There is a need to provide earlier assessment for pupils so that needs can be assessed and intervention can be put in place earlier

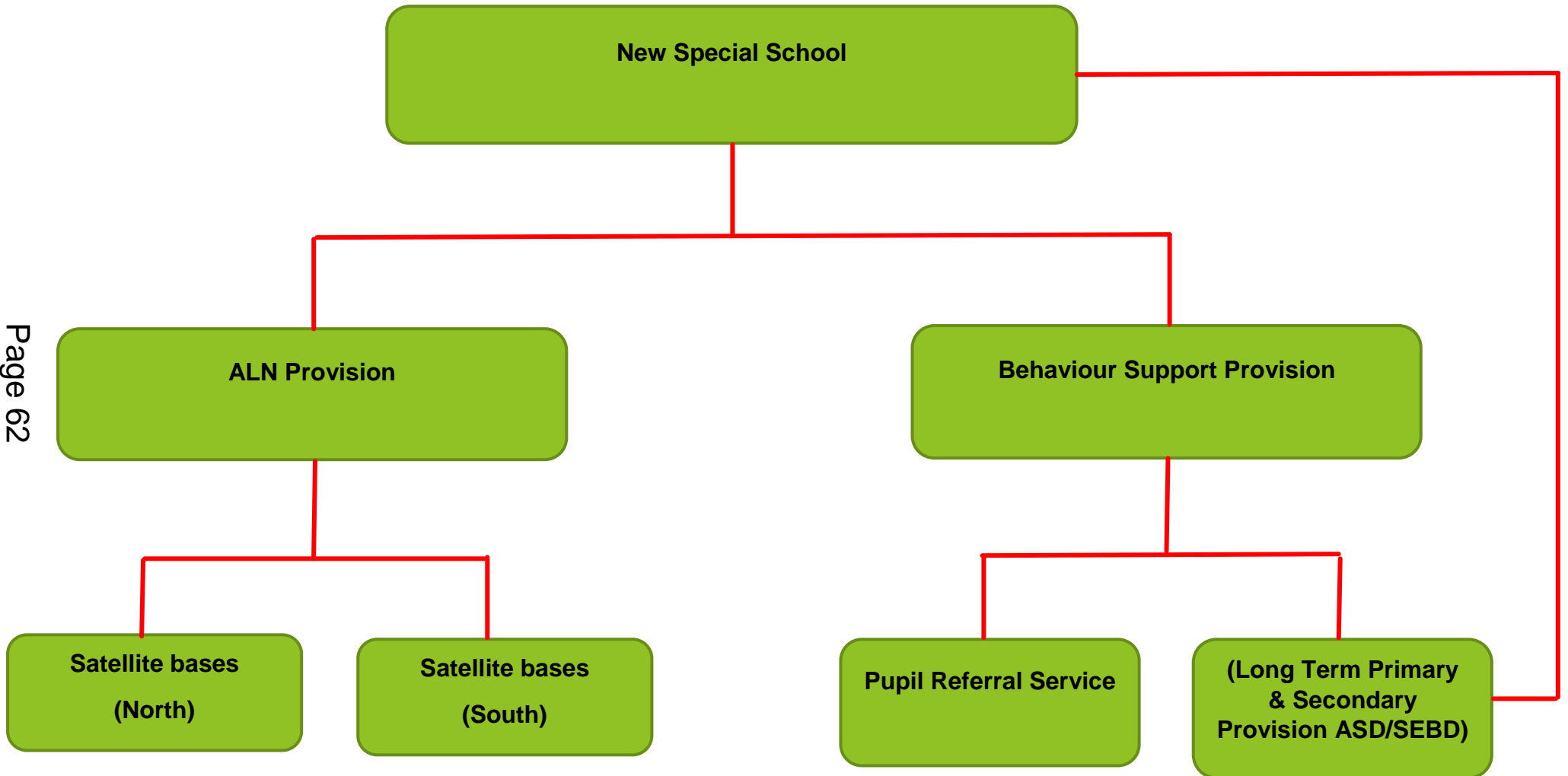
- There is a significant need to provide support for pupils with SLCD and ASD

Expected outcome of the proposed delivery model

The delivery of the new model will:

- Support the delivery of the key principles in the Future Generations Act.
- Place the child's needs at heart of the provision in alignment with the UN convention on the Rights of the Child.
- Address the ten aims of the new Additional Learning Needs Bill and Statutory Code of Practice.
- Provide more children and young people with suitable provision to meet their needs locally
- Reduced Management Costs
- Enhanced the existing provision for ALN
- Rationalised the provision for behaviour and inclusion to provide local provision for increased number of children and young people.

Overarching Delivery model



Proposed delivery of Additional Learning Needs

The council will continue to work closely with our schools to ensure that, where appropriate, children with additional learning needs are suitably supported in inclusive, mainstream settings based on the assumption that mainstream education is the most suitable setting for all learners. However, for those children and young people for whom a mainstream setting cannot be met, the Council proposes the following offer:

Primary Provision

The provision that will be on offer for Primary aged children will be managed through the proposed new special school and delivered through multiple satellite settings located throughout the County. The provision on offer will be mirrored in both the North and South of the County to ensure that needs can be met locally and equitably.

The proposed provision will feature the following:

- Two specialist Special Needs Resource Base (SNRB) centres located in the North and South of the County which will provide provision for Autistic Spectrum Disorder and Speech Language and Communication Difficulties and include an Assessment Centre.
- Two specialist SNRB centres located in the North and South of the County offering provision for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties

Secondary Provision

The provision that will be on offer for secondary aged children will also be managed through the proposed new special school. The delivery of this provision will be through multiple satellite settings located throughout the County. The provision on offer will be mirrored in both the North and South of the County to ensure that needs can be met local, and offer a mirrored provision to that in place at the primary settings to ensure that the majority of children's needs can be met within the county, with only minimal specialist out of county placements required.

The proposed provision will feature the following:

Two specialist SNRB centres located in the North and South of the County offering provision for Complex Needs including Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties. In time, the provision on offer in the North of the county could be delivered across two sites to ensure provision is available as locally as possible.

The model overleaf provides a visual to our proposal to meet the needs of children with Additional Learning Needs requiring specialist support. The proposed model will increase the number of places available for ALN within the county from 115 currently to 174 at the point of full implementation.

Delivery model for children with Additional Learning needs

Special School

**Satellite Bases North
Monmouthshire**

**Satellite Bases South
Monmouthshire**

Deri View Primary School
Specialist SNRB for:
ASD / SLCD and including as Assessment Centre
Age range 3-11
8 places available

Overmonnow Primary School
Specialist SNRB for:
SLD / ASD/ SLCD / PMDL / Physical and medical difficulties
Age range 3-11
24 places available

Pembroke Primary School
Specialist SNRB for:
SLD / ASD/ SLCD / PMDL / Physical and medical difficulties
Age range 3-11
24 places available

TBC
Specialist SNRB for:
ASD / SLCD and including an Assessment Centre
Age range 3-11
8 places available

Monmouth Comprehensive School
Specialist SNRB for SLD / ASD/ SLCD / PMDL / Physical and medical difficulties
55 places

Caldicot School
Specialist SNRB for SLD / ASD/ SLCD / PMDL / Physical and medical difficulties
55 places

Proposed delivery of specialist support for Children with challenging behaviour

The council will continue to work closely with our schools to ensure that, where appropriate, children can be appropriately supported in mainstream settings along with their peers. However, for those children whose needs require more specialist support, the Council proposes the following offer:

Primary Provision

The Pupil Referral Service continuum of intervention will consist of outreach provision upon receipt of a completed referral from each school.

The proposals in this model will involve the establishment of two regional Pupil Referral Unit (PRU) basis, one located in the north and one located in the south which will provide short term provision away from their school site for young people at risk of exclusion, or for those who have been permanently excluded. This will provide provision for up to 16 pupils.

For those requiring more long term support, the proposals would form a specialist provision for those with a diagnosis of SEBD/ASD. This provision will provide support for up to 16 pupils.

Secondary

The Pupil Referral Service continuum of intervention will consist of outreach provision delivered through the formation of 4 inclusion centres based in each secondary school. This will allow for the provision of intervention for 6 FTE pupils in each school.

There will be 2 regional basis, one north and one south which will provide provision for young people at risk of exclusion or who have been permanently excluded. This will provide provision for up to 12 pupils.

For those requiring more long term support, the proposals would form a specialist provision for those with a diagnosis of SEBD/ASD. This provision will provide support for up to 16 pupils.

The model overleaf provides a visual to our proposals to meet the needs of children with Behavioural needs that require specialist support.

Special School

Main base for Long Term Primary & Secondary Provision
ASD/SEBD

Provision for 16 Primary Pupils and 16 Secondary Pupils

Located on existing site of Mounton House Special School

Outreach support in all primary schools

Satellite PRU (North)

Deri View
Primary School

8 Pupils (FTE)

Satellite PRU (South)

TBC Primary
School

8 Pupils (FTE)

Outreach provision in all Secondary Schools

Inclusion Centre

King Henry

6 pupils
(FTE)

Inclusion Centre

Monmouth

6 pupils
(FTE)

Inclusion Centre

Chepstow

6 pupils
(FTE)

Inclusion Centre

Caldicot

6 pupils
(FTE)

Satellite PRU (North)

Bryn Y Cwm

6 Pupils (FTE)

Satellite PRU (South)

Existing Mounton House site

6 Pupils (FTE)

Regulated alterations required as a result of the proposal

In order to implement the above proposal the following regulated alterations are necessary:

- Close Mouton House Special School.
- Establish a new 3-19 Special school on the Mouton House site to cater for pupils (boys and girls) with Social Emotional Behaviour Difficulties, Attention Deficit Hyperactivity Disorder and Autistic Spectrum Disorder (ASD). This will be for 16 primary aged pupils and 16 secondary aged pupils. The new special School will manage the provision of multiple satellite services for Additional Learning and behavioural needs located across the county.
- Enhance the services currently offered by the Pupil Referral Service to deliver a wider range of services to pupils between 5 and 19 years of age.
 - Outreach support through Inclusion centres at each Secondary school offering support for 6 FTE pupil place per centre.
 - Develop Satellite Primary PRU bases in the North and South of the County offering support for 8 FTE pupils per site.
 - Develop long term PRU centre located on the existing Mouton House site which will provide provision for young people at risk of exclusion or who have been permanently excluded. This will provide provision for up to 8 primary pupils and 6 secondary pupils.

As a result of the above, the following regulated alternations are also required:

Provision in the North of the County

- Re-designate Overmonnow Primary School and Special Needs Resource Base (SNRB) to Overmonnow Primary School and Nursery unit. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Overmonnow Primary School.
- Increase the capacity of Overmonnow SNRB from 20 to 24.
- Re-designate the SNRB at Overmonnow Primary School as a satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties
- Re-designate Deri View Primary School with SNRB to Deri View Primary School and Nursery unit. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Deri View Primary School.
- Re-designate the SNRB at Deri View as a satellite within the ALN Special School to cater for Autistic Spectrum Disorder and Speech Language and Communication and including an Assessment Centre.
- Re-designate Monmouth Comprehensive school with SNRB to just Monmouth Comprehensive School. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Monmouth Comprehensive School.
- Re-designate the SNRB at Monmouth Comprehensive School as satellite within the ALN Special School to cater for Complex Needs including: Severe

Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties

- Establish a new SNRB on the King Henry VIII comprehensive school site under the control of the new satellite ALN Special School. The new provision will cater for cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties

Provision in the South of the County

- Re-designate Pembroke Primary School with SNRB to Pembroke Primary School and Nursery unit. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Pembroke Primary School.
- Increase the capacity of Pembroke SNRB from 20 to 24.
- Re-designate the SNRB at Pembroke Primary School as a satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties
- Establish a new Satellite SNRB within the ALN Special School to cater for Autistic Spectrum Disorder and Speech Language and Communication and including an Assessment Centre.
- Re-designate Caldicot school with an SNRB to just Caldicot School. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Caldicot School.
- Re-designate the SNRB at Caldicot Comprehensive School as satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties

Background Information

Schools affected by the proposals

The following table shows general information on the schools likely to be affected by the proposals.

School Name	Language Category	School Type	Capacity & Admission Number	Age Range	Pupil Numbers PLASC 2018
Overmonnow Primary School & SNRB	EM	Community	390/55	3-11	347

Deri View Primary School & SNRB	EM	Community	330/47	3-11	262
Monmouth Comprehensive School & SNRB	EM	Community	1600/253	11-18	1582
King Henry VIII Secondary School	EM	Community	1308/219	11-18	973
Pembroke Primary School & SNRB	EM	Community	210/30	3-11	222
Thornwell Primary School	EM	Community	357/51	3-11	244
Caldicot School & SNRB	EM	Community	1502/253	11-18	1312
Mounton House Special School	EM	Community	58	11-16	32

Analysis of numbers on roll at schools affected by the proposals

The following table shows the number of reception to year 6 pupils that have been attending schools affected by the proposals since January 2013, based on PLASC data and included pupils on roll at resource bases.

School Name	January 2017	January 2016	January 2015	January 2014	January 2013
Overmonnow Primary School & SNRB	344	355	352	365	347
Deri View Primary School & SNRB	253	262	264	260	278
Monmouth Comprehensive School (including an SNRB September 2018)	1582	1626	1638	1635	1633
King Henry VIII Secondary School	956	960	971	1002	1068
Pembroke Primary School & SNRB	222	228	224	217	217
Thornwell Primary School	232	215	221	229	257

Caldicot School & SNRB	1282	1240	1350	1285	1381
Chepstow School	977	978	928	910	938
Mounton House Special School	33	??	42	43	45

The following table shows the number of pupils attending specialist provision within Monmouthshire.

School Name	Number of Pupils attending Specialist provision
Overmonnow SNRB	18
Pembroke SNRB	20
Deri View SNRB	0
Caldicot School SNRB	55
Monmouth School SNRB	4
Mounton House Special School	33
Pupil Referral Service	TBC

The following table shows the number of pupils attending specialist provision outside of Monmouthshire.

Independent Specialist Provision	Number of Pupils attending Specialist provision
Specialist ASD Provision (Low average to high ability ASD pupils with significant levels of anxiety/behaviour)	12
SEBD (Low average to average ability pupils) Male and Female.	6
Autism, severe learning difficulties, anxiety and behaviour.	NA
Specialist School for pupils with Visual Impairment or Hearing Impairment.	3
Specialist physical, medical placement. Example includes Craig Y Parc	NA
Moderate Learning, Specific Learning difficulties – Example includes Bredon, Shapwich School	2

Local Authority Specialist Provision	Number of Pupils attending Specialist provision
Special School for pupils with PMLD, SLD, AUT, Medical, Complex Difficulties.	46

Specialist provision for pupils with ASD/AUT.	2
Specialist provision for pupils with speech and language difficulties.	4
Specialist provision for pupils with SEBD.	2

The above figures do not include those pupils with SEN attending other LA mainstream provision/schools with SEN due to Welsh Language, catchment or parental preference for example Ysgol Gyfyn Gwynllyw. Mounton House has a capacity of 58 pupils. The school provides provision for male students only. Currently there are only 33 places being utilised of which 8 are Monmouthshire students.

Pupil Projections

Our initial projections for ALN over the next five years indicates that whilst the overall proportion of pupils with additional learning needs remains consistent, the nature of the presenting and identified needs suggest that there will be a growing demand for specialist provision for children and young people with ASD, Speech, Language and Communication Difficulties (SLCD). The recent and rising trend in the number of children and young people presenting with SEBD, strongly suggests that we will continue to see numbers increase over the next three to five years.

Impact of proposals

Quality and standards of education

The outcomes of the most recent Estyn inspections and the latest national categorisation for the six schools affected by the proposals are as follows:

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Overmonnow Primary School and SNRB	June 2011	Good	Good	Good	Good	Good

In the latest national categorisation for schools across Wales, the EAS has placed Overmonnow Primary School and SNRB in 'yellow' support category indicating the school requires a limited amount of support to improve standards. The school was in the 'amber' support category for the previous two years and therefore it needs less support now and that it is an improving school.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Deri View Primary School and SNRB	January 2013	Adequate	Adequate	Adequate	Adequate	Adequate

In the latest national categorisation for schools across Wales, the EAS has placed Deri View Primary School and SNRB in 'yellow' support category indicating that the school requires a limited amount of support to improve standards. The school was in 'green' support category in the previous year and therefore needs more support than it did previously.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Pembroke Primary School and SNRB	June 2015	Adequate	Adequate	Unsatisfactory	Adequate	Unsatisfactory

In the latest national categorisation for schools across Wales, the EAS has placed Pembroke Primary School and SNRB in 'yellow' support category indicating the school requires a limited amount of support to improve standards. The school was in the 'red' support category two years ago and therefore it needs significantly less support now and it is an improving school.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Thornwell Primary School and SNRB	December 2013	Adequate	Adequate	Adequate	Adequate	Adequate

In the latest national categorisation for schools across Wales, the EAS has placed Thornwell Primary School in 'green' support category indicating that it needs the lowest level of support. The school was in 'yellow' support category for the last two years and therefore needs less support than was previously required.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Monmouth Comprehensive School and SNRB	November 2015	Adequate	Good	Good	Adequate	Good

In the latest national categorisation for schools across Wales, the EAS has placed Monmouth Comprehensive School in 'yellow' support category indicating the school requires a limited amount of support to improve standards. The school was in 'amber' support category in the previous year and therefore needs less support than it previously required.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Caldicot Secondary School and SNRB	November 2013	Good	Good	Good	Good	Good

In the latest national categorisation for schools across Wales, the EAS has placed Caldicot School in the 'yellow' support category indicating that the school requires a limited amount of support to improve standards further. The school has been in 'yellow' support category for the last three years.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
King Henry VIII Secondary School	December 2014	Adequate	Adequate	Adequate	Adequate	Adequate

In the latest national categorisation for schools across Wales, the EAS has placed King Henry VIII Secondary School in the 'yellow' support category indicating that the school requires a limited amount of support to improve standards further. The school was in 'amber' support category in the previous year and therefore needs less support than it previously required.

School	Inspection date	Outcomes	Provision	Leadership and management	Overall Performance	
					Performance	Prospects for improvement
Mounton House Special School	May 2015	Adequate	Adequate	Adequate	Adequate	Adequate

In the latest national categorisation for schools across Wales, the EAS has placed Mounton House Special School in ‘amber’ support category indicating that the school requires a sustained amount of support to improve standards. The school was in ‘red’ support category two years ago and therefore it needs less support than it did previously.

Estyn the office of Her Majesty’s Chief Inspector of Education and Training in Wales independently inspects quality and standards in education and training providers in Wales including the schools and settings within Monmouthshire..

Since September 2012, the LA has commissioned the Education Achievement Service (EAS) to provide our school improvement service to support and lead school improvement in all of our schools. As part of this proposal, the Council will work in partnership with the EAS to secure a greater level of support for schools named within our proposal to ensure that the current level for standards, wellbeing and leadership are enhanced following the implementation of the proposal.

Academic outcomes for the last three years for the end of phase core indicator for the four primary schools and three secondary schools likely to be affected by the proposal are outlined below.

Primary School Performance

Whilst there has been a degree of fluctuation over this period, a high proportion, especially in primary schools is influenced by the level of identified need within the relevant cohort, particularly where the school has an SNRB. Should the proposal be agreed and implemented, we would expect to see an improvement in outcomes for all of our primary schools, including those potentially affected by the proposal.

Foundation Phase Indicator

Primary School	Foundation Phase Indicator								
	2015			2016			2017		
	School	LA Average	All Wales Average	School	LA Average	All Wales Average	School	LA Average	All Wales Average
Overmonnow Primary	90.7%	91.8%	86.9%	86.8%	91.7%	87.0%	78.0%	93.7%	87.3%
Deri View Primary	85.7%	91.8%	86.9%	83.8%	91.7%	87.0%	88.1%	93.7%	87.3%

Pembroke Primary	93.1%	91.8%	86.9%	90.9%	91.7%	87.0%	93.1%	93.7%	87.3%
Thornwell Primary	86.2%	91.8%	86.9%	72.9%	91.7%	87.0%	93.8%	93.7%	87.3%

Key Stage 2 Core Subject Indicator

Key Stage 2 Core Subject Indicator									
Primary School	2015			2016			2017		
	School	LA Average	All Wales Average	School	LA Average	All Wales Average	School	LA Average	All Wales Average
Overmonnow Primary	86.0%	91.7%	87.7%	94.2%	94.1%	88.6%	86.4%	93.2%	89.2%
Deri View Primary	85.1%	91.7%	87.7%	90.9%	94.1%	88.6%	88.2%	93.2%	89.2%
Pembroke Primary	91.4%	91.7%	87.7%	84.4%	94.1%	88.6%	87.1%	93.2%	89.2%
Thornwell Primary	91.3%	91.7%	87.7%	90.3%	94.1%	88.6%	100%	93.2%	89.2%

Secondary School Performance

There has been an improvement in outcomes at the end of key stage 3 in two of the secondary schools potentially affected by the proposal and a decline in the third.

Key Stage 3 Core Subject Indicator									
Secondary School	2015			2016			2017		
	School	LA Average	All Wales Average	School	LA Average	All Wales Average	School	LA Average	All Wales Average
Monmouth Comprehensive	93.4%	90.8%	83.9%	93.6%	91.9%	85.9%	91.9%	92.7%	87.4%
King Henry VIII School	89.8%	90.8%	83.9%	92.5%	91.9%	85.9%	94.1%	92.7%	87.4%
Caldicot School	91.5%	90.8%	83.9%	93.3%	91.9%	85.9%	94.1%	92.7%	87.4%

Key Stage 4 Level 2 Threshold including English and mathematics

There has been an improvement in outcomes in the key stage 4 Level 2 Threshold including English and mathematics at the end of key stage 4 in two of the secondary schools potentially affected by the proposal and a decline in the third.

Key Stage 4 Core Subject Indicator Level 2 Threshold including English and mathematics									
Secondary School	2015			2016			2017		
	School	LA Average	All Wales Average	School	LA Average	All Wales Average	School	LA Average	All Wales Average

Monmouth Comprehensive	68.4%	66.9%	57.9%	69.7%	67.0%	60.3%	74.0%	67.0%	54.6%
King Henry VIII School	63.5%	66.9%	57.9%	71.2%	67.0%	60.3%	63.3%	67.0%	54.6%
Caldicot School	68.7%	66.9%	57.9%	69.7%	67.0%	60.3%	61.3%	67.0%	54.6%

Overall, if the proposal is agreed and implemented, we do not expect to see a decline in outcomes in any of our schools, including those potentially affected.

Wellbeing

Secondary School Fixed-term Exclusions (FTE)

The following table shows the number of days lost to FTE in each of our secondary schools over the last 5 years. Whilst numbers are comparatively low, there is a rising trend of FTE in three of our secondary schools. Conversely, there is a reduction in our fourth secondary school and in our Special School over the same period.

Secondary School	2016/17	2015/16	2014/15	2013/14	2012/13
Caldicot School	129.5	216.5	175	174	278
Chepstow School	143.5	134	65	35	80
King Henry VIII	185.5	95.5	108.5	55	105
Monmouth	62	29.5	23	14.5	18
Mounton House	113	118	166	167.5	298

Primary School FTE

The following table shows the number of days lost to FTE in our primary schools over the last 5 years indicating a rapidly increasing number of FTE in our primary schools.

Primary School	2016/17	2015/16	2014/15	2013/14	2012/13
All Primary Schools	185	111	41	60	50.5

The enhancement and extension of inclusion provision across the county is expected to have a significant and positive impact on the number of FTEs in both our primary and secondary schools should the proposal be accepted and implemented.

Risks and counter measures

	Risk Description	Counter Measures
1	Parental preference – parents may still wish to send their child to out of county special schools	<ul style="list-style-type: none"> - Production of a Monmouthshire Provision guide for parents - Parent engagement events to explain 'new' provision - Marketing of new provision with prospective parents - Rebranding where appropriate
2	Failure to provide the appropriate number of pupil places	<ul style="list-style-type: none"> - Early involvement with the Special Education Needs Team to identify pupil numbers - Flexibility within the new model to allow for any changes
3	Cost of implementing new provision	<ul style="list-style-type: none"> - Finance Manager involved at all stages to ensure that new model is within the allocated budget - Invest to save principles applied as current costs are extremely high due to out of county placement fees
4	Staffing	<ul style="list-style-type: none"> - Apply MCC policy to ensure that staff 'at risk' have prior consideration for posts within the new provision - Provide appropriate training for staff to undertake new more specialist roles - Appoint staff with relevant expertise to deliver the proposed model
5	Key partners or stakeholders are not involved in the early planning process of the project.	<ul style="list-style-type: none"> - Early involvement of a multi-agency Steering group - Engage and consult with stakeholders. - Ensure all stakeholders are aware and have agreed delivery timescales.
6	Key deadlines to be identified at an early stage to avoid delays	<ul style="list-style-type: none"> - Project Board is established and key milestone dates are identified and agreed. - Resources allocation/ responsibility identified. - Reviewed on a regular basis and updated and communicated to all stakeholders.

Finance

The ALN budgets are split between central resources and schools, the school budgets are delegated out to the schools based on a number of factors including staffing and non-pay factors.

The current costs are excluding pre 16 transport.

The total ALN Budget is currently £7.4m the majority of which goes out to schools.

Under the proposal all budgets will be held centrally, all staff will also be managed within the local authority, therefore any savings will not impact school budgets.

Part year savings for 2019/20 will be £200,000 with full year savings of £500,000 excluding transport costs. These savings will be used to offset the increase pressure on the Council's budget.

There are a number of staff that will have the right skills and qualifications to be able to transfer over to the new model, however where it is not possible the protection of employment policy will be followed for staff that may need to be made redundant and we will work in full consultation with the unions.

Staffing

With this proposal, there will be new opportunities for jobs. Some staff that have the correct skills to be able to support pupils under the proposed model, however there will be vacancies where there is a skills gap. There will also be some staff losses, where staff do not have the required skills or where the service is being redesigned and there is not a requirement for that post.

Where there are staff losses, the protection of employment policy will be followed and all staff will be consulted with. Staff will be redeployed where possible, therefore minimising that risk.

Land and Buildings

The proposal does not involve a new build programme so there is no transfer or disposal of land necessary. Therefore there will be no capital receipts as a result of this project. However under the proposal Mounton House Special School will need some capital works to bring the school up to standard and make it suitable for girls, at this stage we anticipate this to be minimal.

Admission Arrangements

The Council will remain as the admissions authority for the new special school and its satellite centres.

The process for admission into the new provision will be managed through a panel consisting of key partners and agencies who will determine whether placement is appropriate. Placement at the provision will be coordinated by the Authority, Educational Psychology Service in collaboration with centre staff and parents.

Home to school transport

Home to school transport will be provided in line with the current policy which states pupils will receive free home to school transport to their catchment or nearest suitable school residing 1.5 miles (primary) and 2 miles (Secondary).

Further details of the policy can be found on the following link.

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

The transport policy has been written in conjunction with the Learner Travel (Wales) Measure 2008.

Other Information

Further Information and regular up-dates on this proposal can be found on www.monmouthshire.gov.uk/schoolreorganisation.

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

Appendix 1 - Response Pro-forma



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PROPOSAL – Reorganisation of ALN and Inclusion Services

YOUR VIEWS

We would like your views on the above proposal. Please complete this proforma and return it to the address at the bottom, alternatively it can be handed in at the consultation event.

Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN or email strategicreview@monmouthshire.gov.uk.

Please tick the box if you wish to be notified of the publication of the consultation report.

Appendix 2

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- Parents of Pupils attending primary schools from which pupils normally transfer
- Headteacher, staff and governors of schools directly affected by the proposal including out of county schools.
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- All MCC Libraries
- Directors of Education of all bordering LAs – Blaenau Gwent, Newport, Powys, Torfaen, Herefordshire, Gloucestershire
- Principals of Coleg Gwent
- MCC Youth Service
- GAVO
- Monmouthshire Governors Association
- Careers Wales
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Language Commissioner
- Welsh Government – Schools & Post-16 Divisions
- ESTYN
- RHAG
- Mudiad Meithrin
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Consortium
- South East Wales Education Achievement Service
- South East Wales Transport Alliance (SEWTA)
- Gwent Police and Crime Commissioner
- Early Years & Childcare Partnership
- Local Community First Partnership
- SNAP Cymru Parent Partnership Service
- Local Health Board



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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Nikki Wellington</p> <p>Phone no: 01633 644549 E-mail: nicolawellington@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To remodel the inclusion model for Monmouthshire to ensure that provision is developed in county to ensure that pupils are able to remain within Monmouthshire.</p>
<p>Name of Service CYP Finance</p>	<p>Date Future Generations Evaluation 9th February 2018</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales	With this proposal, there will be new opportunities for jobs. Some staff that have the correct skills to be able to support pupils under the proposed model, however there will be	Where there are staff losses, the protection of employment policy will be followed and all staff will be consulted with. Staff will be


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	vacancies where there is a skills gap. There will also be some staff losses, where staff do not have the required skills or where the service is being redesigned and there is not a requirement for that post.	redeployed where possible, therefore minimising that risk.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	No impact
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Where possible the needs of the pupils will be met in county, near to their homes and local communities. This will have a positive effect on wellbeing for families. There may be a few pupils, who's needs are best met outside of the county. This will be done in full consultation with all parties concerned.	All needs will be considered and there will be full consultation with families to ensure that the education placement is the best for the pupil.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Pupils will be supported by their local community, they will remain with their peer group where possible.	No impact
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	No impact
A Wales of vibrant culture and thriving Welsh language	By remaining in their local communities where possible, pupils will be able to embrace the Welsh culture and heritage.	No impact

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	No impact	No impact

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>With the provision being within Monmouthshire, the needs of the child will be known and where possible it will be easier to plan for the long term needs of that pupil.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Partners such as Social Services and Health will be consulted at all stages, their views will be discussed when deciding how to meet the needs of the pupil.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All partners will be consulted, this will include any parent advocacy groups such as SNAP. The views of the young person will also be listened to and will form an important part of the decision.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The needs of the pupil will be identified at an early age and therefore it should be possible to put strategies in at an early age. Pupils will also be offered short term provision if required, this is not currently possible. This will allow pupils to have the support required, before returning to their local school. Staff will also be provided with training and support to be able to support the pupil.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>All partners will work together and therefore the partners will have a clear understanding of the needs of that pupil and the decision for placement. This will allow them to better support the pupil not only in education but also in the wider community.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age			
Disability	<p><i>Pupils needs will be identified earlier and support provided at an earlier age. The model will look to support pupils in their local communities where possible.</i></p>	<p><i>No impact</i></p>	<p><i>No impact</i></p>
Gender reassignment			

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	<i>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's safeguarding policies will apply and we will be able to monitor better.</i>		
Corporate Parenting	<i>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's policies will apply and we will be able to monitor better.</i>		

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

	<p>Pupil data. Review of current and future needs. Current provision within our schools. Current and future budgets. Working groups with Heads, parent advocacy.</p>

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

The positive impact is the proposal to identify needs at an earlier age and to educate pupils in their own communities, where possible. This will have a positive impact on the wellbeing of the pupils and their families. The main negative impact is the potential redundancies for staff where they cannot be redeployed,

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

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

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

The impacts of this proposal will be evaluated on:	August 2020.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 th March 2018.	

Appendix 4

Implementation timeline

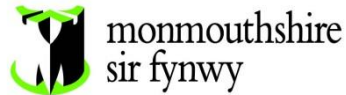
In order to implement the above proposal the following regulated alterations are necessary:

Proposal	Implementation date
<ul style="list-style-type: none">• Enhance the services currently offered by the Pupil Referral Service to deliver:<ul style="list-style-type: none">- Outreach support through Inclusion centres at each Secondary school offering support for 6 FTE pupil place per centre.- Develop Satellite Primary PRU bases in the North and South of the County offering support for 8 FTE pupils per site.- Develop long term PRU centre located on the existing Mounon House site which will provide provision for young people at risk of exclusion or who have been permanently excluded. This will provide provision for up to 8 primary pupils and 6 secondary pupils.	September 2019
<ul style="list-style-type: none">• Establish a new 3-19 Special school on the Mounon House site to cater for pupils (boys and girls) with Social Emotional Behavioural Difficulties, Attention Deficit Hyperactivity Disorder and Autistic Spectrum Disorder (ASD). This will be for 16 primary aged pupils and 16 secondary aged pupils. The new special School will manage the provision of multiple satellite services for Additional Learning and behavioural needs located across the county	April 2019
<ul style="list-style-type: none">• Close Mounon House Special School.	August 2019
<ul style="list-style-type: none">• Re-designate Overmonnow Primary School and Special Needs Resource Base (SNRB) to Overmonnow Primary School and Nursery unit. This will mean the SNRB will be	April 2019

<p>under the control of the Satellite ALN Special School and not Overmonnow Primary School.</p> <ul style="list-style-type: none"> • Increase the capacity of Overmonnow SNRB from 20 to 24. • Re-designate the SNRB at Overmonnow Primary School as a satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties 	
<ul style="list-style-type: none"> • Re-designate Deri View Primary School with SNRB to Deri View Primary School and Nursery unit. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Deri View Primary School. • Re-designate the SNRB at Deri View as a satellite within the ALN Special School to cater for Autistic Spectrum Disorder and Speech Language and Communication and including an Assessment Centre. 	April 2019
<ul style="list-style-type: none"> • Re-designate Monmouth Comprehensive school with SNRB to just Monmouth Comprehensive School. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Monmouth Comprehensive School. • Re-designate the SNRB at Monmouth Comprehensive School as satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties 	April 2019
<ul style="list-style-type: none"> • Establish a new SNRB on the King Henry VIII comprehensive school site under the control of the new satellite ALN Special School. The new provision will cater for cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties 	April 2019
<ul style="list-style-type: none"> • Re-designate Pembroke Primary School with SNRB to Pembroke Primary School and Nursery unit. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Pembroke Primary School. 	April 2019

<ul style="list-style-type: none"> • Increase the capacity of Pembroke SNRB from 20 to 24. • Re-designate the SNRB at Pembroke Primary School as a satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties 	
<ul style="list-style-type: none"> • Re-designate Caldicot school with an SNRB to just Caldicot School. This will mean the SNRB will be under the control of the Satellite ALN Special School and not Caldicot School. • Re-designate the SNRB at Caldicot Comprehensive School as satellite within the ALN Special School to cater for Complex Needs including: Severe Learning Difficulties, Autistic Spectrum Disorder, Speech Language and Communication, Profound and Multiple Learning Difficulties, Physical and Medical Difficulties 	April 2019
<ul style="list-style-type: none"> • Establish a new Satellite SNRB within the ALN Special School to cater for Autistic Spectrum Disorder and Speech Language and Communication and including an Assessment Centre. 	April 2019

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SUBJECT:	REPLACEMENT DOCUMENT MANAGEMENT SYSTEM FOR REVENUES
MEETING:	CABINET
DATE:	7th March 2018
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

This report seeks approval to replace the Revenue Team's document management system and requests an up front capital investment from the ICT Reserve. The business case to support this investment is set out within this report.

2. RECOMMENDATIONS:

- 2.1 To agree to replace the Revenue Team's document management system, as evidenced in this report and the accompanying business case.
- 2.2 To jointly contract with the Shared Benefits Service for Northgate Public Services to provide a document management system – Information @ Work.
- 2.3 To agree to release one off reserve funds of £54,000 from the ICT Reserve to pay for the required initial upfront capital investment.

3. KEY ISSUES:

- 3.1 The document management system is one of the Revenue team's key systems. The system is used to record all incoming and outgoing mail and is used to manage the day to day work of the Team.
- 3.2 The Team is currently using the Civica Comino system. The contract for this service has been in place since 1999 and the annual subscription falls due on 1st September each year. Whilst the system has generally worked well for the Revenues team, there has been very little investment in the system. We are currently operating version 12 of the software, with the latest release being version 22.
- 3.3 Our software supplier has recently advised all customers that everyone must migrate their system platforms from Oracle to SQL. However for the Council to make this change we would also have to upgrade the whole system making this an expensive exercise. Since January 2018 we have been working on an unsupported system. Should any problems arise the software company will not be able to provide us with a fix, potentially making the system redundant.

- 3.4 Consequently there is an immediate requirement to move away from this outdated technology. Given the severity of the situation it was agreed that it wasn't feasible to undertake a full tender exercise. Instead our current system providers were approached and requested to provide details of their document management systems.
- 3.5 There are two main systems available to us – Civica Comino and Northgate's Information @ Work. Both systems have similar functionality and offer more advanced functionality than the system that we are currently using.

4. OPTIONS APPRAISAL

4.1 Option 1 – Upgrade to Version 22 of Comino and upgrade Oracle to SQL

4.1.1 This option was investigated. However the decision was made not to upgrade our existing software for the following reasons:

- The cost to upgrade Comino and manage the data it contains required a capital investment of around £47,000. The company were also unwilling to review our current annual fees which are circa £17,000 per annum. In comparison to the other supplier, these costs were significantly higher.
- Our current supplier had become complacent and was unwilling to review our existing contract arrangements without a full contract review which would take a considerable amount of time to work through.
- The time taken to upgrade the system was longer in comparison to the other available options.

4.2 Option 2– To purchase the Information @ Work module from Northgate

4.2.1 Monmouthshire's Revenues Team use the Northgate system to administer council tax and business rates. The Shared Benefits service also use the Northgate system to administer Housing Benefits. Information @ Work is an additional module which can be purchased separately.

4.2.2 Northgate provided us with system information, changeover details and prices for purchasing this additional module. Whilst this is a feasible option, it was decided that there wasn't much value in Monmouthshire purchasing this module ourselves when we could jointly contract with the Shared Benefits Service for the same module at a lower cost and a shorter lead time.

4.3 Option 3 – To join up with the Shared Benefits Service who are currently using Northgate's Information @ Work system

4.3.1 The Shared Benefits Service have been using Information @ Work for over a year now. Torfaen's Revenues Team have also been using the system for a number of years.

4.3.2 In the interest of collaboration, the Manager of the Shared Service was prepared to share their system setup and to jointly contract with us with Northgate for this module. It is estimated that this will take a matter of weeks rather than months to set up and saves the Council money.

4.3.3 The decision was therefore made to jointly contract with the Shared Benefits Service for this module.

4.3.4 The decision to award the contract to Northgate Public Services provides the following benefits:

- Confidence that we have the most up to date document management system.
- A system that is compliant and meets PSN requirements.
- A cleansed system holding documents for six years plus the current financial year which complies with Data Protection and GDPR requirements. The system also has an in built retention and disposal module which will ensure continued compliance in the future.
- Improved automation saving time and improving the Revenues Team's efficiency. Current problems with the import of emails into Comino mean that the Revenue Processors are having to print and scan emails into the system. The new system will provide an automatic link.
- The letter templates used within Information @ Work are created through Microsoft Word. This technology isn't currently available to us. This move will improve and speed up the creation of letters etc.
- Option to rollout and scale up the solution to other departments in the future.

4.3.5 Specific benefits to Monmouthshire's customers:

- A high quality service.
- A continued seamless service.
- The knowledge that their personal data and information is safe and secure and managed under Data Protection legislation.
- The potential to self-serve in the future. The Northgate future roadmap includes a self-scanning module which if purchased could be rolled out to our Hubs. This would improve our offering to customers and reduce waiting time at our Hubs.

5. EVALUATION CRITERIA

An evaluation assessment has been included at Appendix A for future evaluation of whether the decision has been successfully implemented. The decision will come back

to this committee in 12 months for review. ***A TEMPLATE FORM IS AVAILABLE AT THE END OF THIS DOC.***

6. REASONS

The Revenue Teams current document imaging system is outdated and requires updating. The outdated technology is preventing the Authority obtaining PSN accreditation putting the whole Authority at risk. Consequently there is an immediate requirement to upgrade this important system.

7. RESOURCE IMPLICATIONS

7.1 Capital costs of £54,000 are required to purchase the new system, to migrate the required data to the new system and to decommission the old system. It is proposed that these costs are funded from the ICT reserve.

7.2 Thereafter, annual costs of £2,900 will be required to maintain and run the system. These costs will be paid from the Revenues, Systems & Exchequer's revenue budget. Compared to our existing contract arrangements these will potentially generate an annual saving of £14,000. £10,000 of this saving has been released to the 2018/19 Medium Term Financial Plan. The remaining £4,000 is to be retained by the service to ensure that any unexpected development costs resulting from the system change can be paid for.

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

The significant sustainable development and equality impacts identified in the assessment (Appendix Two) are summarised below for members' consideration:

- This contract review ensures that we are getting the best value for money and will result in a reduction in annual revenue spend.
- The new system will ensure that council tax payers personal data is safe and secure and managed in line with legislation.
- This is a joint arrangement with the Shared Benefits Service

9. CONSULTEES:

The consultees listed below have been part of the system evaluation and their comments have been taken into account in preparing this report and accompanying business case.

- Cabinet
- Senior Leadership Team
- Head of Finance

- Revenues, Systems & Exchequer Team
- Procurement Team
- Shared Resource Service
- Shared Benefits Service

10. BACKGROUND PAPERS:

Appendix One: Business Case

Appendix Two: Future Generations Evaluation Form

11. AUTHOR:

Ruth Donovan– Assistant Head of Finance: Revenues, Systems & Exchequer

12. CONTACT DETAILS:

Tel: 01633 644592

E-mail: Ruthdonovan@monmouthshire.gov.uk

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	
Date decision was made:	
Report Author:	

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If the decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

12 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

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Monmouthshire County Council

Business Case template for ICT projects

Project Title	Replacement DIP System for the Revenues Team
---------------	--

A. Project proposal

It is proposed that Monmouthshire County Council enter into a contract with Northgate, in partnership with Torfaen County Borough Council's Shared Benefits Service, to supply the Revenues Team's document management system.

To achieve this we require a capital investment of £54,000 and will incur revenue costs totalling £8,700 over a 3 year contract term, giving a total cost for the system of £62,700.

It is proposed that the capital costs of £54,000 are financed through the ICT Reserve, with the ongoing revenue costs being paid from the revenue budget for Council Tax.

B. Reason for the proposal (include from a customer's prospective):

The document management system is one of the Revenues Team's key systems. The system is used to record all incoming and outgoing mail and is used to allocate and manage the day to day work of the Revenues team. The system is the main reference point for the Revenues Team and is used on a daily basis to assist with customer queries and account adjustments.

The Authority is currently using the Civica Comino system. The contract for this service has been in place since 1999 and the annual subscription falls due on 1st September each year. Whilst the system has generally worked well for the Revenues team, there has been very little investment in the system. We are currently operating version 12 of the software, with the latest release being version 22.

We have recently been advised by our software supplier that they plan to migrate all customers from Oracle to SQL by January 2018, after which time any old systems will be de supported. Therefore in order to continue to be supported, customers will need to upgrade to the latest version of the system.

A further issue has also been identified with our use of Comino, as the current software is run off a 2003 server. Use of this outdated technology has resulted in the Authority's PSN accreditation being refused, putting the Authority's IT infrastructure at risk.

Consequently there is an immediate requirement to move away from this outdated technology.

Given the short timescale involved there are three potentially viable options open to us:

- 1) To upgrade Comino to version 22 and upgrade oracle to SQL
- 2) To purchase the Information @ Work module from Northgate (our current council tax/business rate system provider)
- 3) To join up with the Shared Benefits Service who are currently using Northgate's Information @ Work system.

Both Account Managers for Comino and Northgate have been contacted and they have each provided details of the services and systems they provide. Discussions have also taken place with the Head of the Shared Benefits Service.

The information received has been evaluated on the basis of cost, system functionality, the ability to retrieve documents, implementation timescales, future system plans/roadmap and customer focus.

Appendix One provides a summary of the costs associated with each of these options.

Following this review the decision has been made to award the contract to Northgate in partnership with Torfaen County Borough Council's Shared Benefits Service.

The benefits to the Authority of the new system are:

- Confidence that we have the most up to date document management system.
- A system that is compliant and meets PSN requirements.
- A cleansed system holding documents for six years plus the current financial year which complies with GDPR requirements. The system also has an in built retention and disposal module which will ensure continued compliance in the future.
- As Torfaen's Benefits Service are already using the system much of the system setup is in place. We can prepare the document types and documents for Monmouthshire that are already in place on the system. Monmouthshire's Account details will also have to be brought across. It is estimated that this system setup will take a matter of weeks rather than months associated with any upgrade of Comino.
- Improved automation saving time and improving the Revenues Team's efficiency. Current problems with the import of emails into Comino mean that the Revenue Processors are having to print and scan emails into the system. The new system will provide an automatic link.
- The letter templates used within Information @ work are created through Microsoft Word. This technology isn't currently available to us. This move will improve and speed up the creation of letters etc.
- Potential cash savings and efficiencies (see section C below).
- Option to rollout and scale up the solution to other departments in the future.

The benefits to the customer are:

- A high quality timely service
- A continued seamless service
- The knowledge that their personal data and information is safe and secure and managed under Data Protection legislation.

- The potential to self-serve in the future. The Northgate future roadmap includes a self-scanning development which could be rolled out to our Hubs. This would improve our offering to customers and reduce waiting time at our Hubs.

C. Savings or income generation (include evidence):

An initial capital investment estimated to be £54,000 is required to upgrade the Revenues Team's document management system. This sum includes the setup of the new system, the transfer of around 650,000 images and the decommissioning of the old Comino system.

Thereafter the annual contract costs are £2,900, totalling £8,700 over the life of a 3 year contract period.

The new system has the potential to generate the following savings:

Cashable savings:

The annual costs are significantly lower than the amount paid to Comino. It is estimated that this will save Monmouthshire around £14,000 each year. A £10,000 saving has already been put forward as part of the 2018/19 MTFP. The remaining £4,000 will initially be used to pay for any unexpected development costs associated with this project. Thereafter any residual savings will be released to the MTFP.

Efficiency savings:

As detailed above, the new system will allow the Revenues Team to work more efficiently and reduce the number of touch points for the emails they handle.

D. Value to our customers and organisation?

Please refer to Section B - Reason for the proposal for the benefits to both the citizen and Monmouthshire. In addition :-

The Authority's Customer Services Strategy concentrates on putting the customer at the heart of our work and highlights that digitalisation is now part of daily life. Investing in delivering digitalised services will improve experiences for our customers and has the potential to generate efficiency savings (as noted above).

The development of the document system has direct links with the Customer Services Strategy. This recognises that there is more we can do to improve our customer contact with customers expecting quick responses to their queries.

In order to achieve this vision we require a reliable, robust, modern and user friendly document management system that sits alongside and complements the Authority's revenues system.

With continued requirements for Authorities to ensure that their IT infrastructure is safe and secure the new system will ensure that we fully comply with this requirement.

E. Future marketing/commercial/enterprise opportunities from your proposal?

The new document management system, Information @ Work needs to be more flexible and responsive to service requirements

The potential future development of customer self-service will enable us to offer an improved offering to our customers.

There is also the option to roll this out to other departments across the Council in the future.

F. Additional information: Are you aware of any similar ICT system within our organisation or any other organisation?

This is one of the Revenues Team's key systems and is standard across most Local Authorities.

Each Local Authority run their own document management system and there is a mix of systems used across Wales (with Northgate's Information @ work and Civica's Comino being the key systems). As more partners join the SRS, there is an expectation that Authorities collaborate on their core financial systems. The proposed collaboration with Torfaen sets a precedent for other Local Authorities to join in the future.

Supported by:	Peter Davies, Chief Officer Resources
Produced by:	Ruth Donovan, Assistant Head of Finance
Date:	30 th January 2018



<p>Name of the Officer Ruth Donovan</p> <p>Phone no: 01633 644592 E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>To seek approval to replace the Revenue Team's document management system</p>
<p>Name of Service: Revenues, Systems and Exchequer</p>	<p>Date Future Generations Evaluation form completed: 30.01.18</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.


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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This contract review ensures that we are getting the best value for money and will result in a reduction in annual revenue spend which can be utilised elsewhere.</p>	<p>N/A</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>In the short term our existing system is out of date meaning we have to make alternative arrangements.</p> <p>In the long term by re tendering the service we can have confidence in our product being up to date and more responsive to future requirements.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The recommendation is to jointly contract with the Shared Benefits Service for the system. As a result both Monmouthshire and Torfaen's Revenues and Benefits service will be using the same system.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have worked closely with users in both Monmouthshire and Torfaen to identify the best solution. Views have also been sought from the Digital Team and the SRS.</p>	<p>N/A</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Investing in a new document management system now will ensure that the data held is safe and secure and managed appropriately. An investment now will also reduce the call on the Team's revenue budget in future as the annual maintenance costs are lower than those of our existing arrangement.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	N/A	N/A

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	N/A
Disability	N/A	N/A	N/A
Gender reassignment	N/A	N/A	N/A
Marriage or civil partnership	N/A	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A
Welsh Language	N/A	N/A	N/A

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	N/A	N/A	N/A
Corporate Parenting	N/A	N/A	N/A

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

Discussions with the :

- Revenues and Systems Team
- Torfaen County Borough Council
- Digital Team
- Shared Resource Service
- Software suppliers

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

A new document management system will ensure our customer's personal details remain safe and are managed in line with legislation.

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

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

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

The impacts of this proposal will be evaluated on:

At regular customer meetings with our software supplier.

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Individual Cabinet Member Decision</i>		

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SUBJECT:	Whole Authority Strategic Risk Assessment
MEETING:	Cabinet
DATE:	7th March 2018
DIVISIONS/WARDS AFFECTED:	All

1 PURPOSE

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

2 RECOMMENDATIONS

- 2.1 That Cabinet members approve the risk assessment shown at appendix 1 as a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.

3. KEY ISSUES

- 3.1 The strategic risk assessment ensures that:
 - Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The strategic risk assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy, a summary is provided in Appendix 2. The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These are managed and monitored through teams' service plans.
- 3.3 The risk assessment is a living document and will evolve over the course of the year as new information comes to light. There have been a number of amendments to the strategic risk register to ensure it accurately manages the current strategic risks facing the Council as set out in Appendix 1. This has included updating the focus of some existing risks, which have been marked as revised and including any new risks identified. Any risks that have been removed from the strategic risk register have been identified in a separate table. Where there remains a level of risk these risks will continue to be monitored and action undertaken through the relevant service plan. The risk register has also been reviewed to ensure it aligns risks to the delivery of the recently approved Corporate Plan.

- 3.4 A recently issued draft internal audit report on the Council's strategic risk management arrangements identifies a number of areas for improvement. An action plan is being established in liaison with internal audit to deliver the improvements required, some of these have been considered in the latest iteration of the strategic risk register. Any further changes as a result of these actions that impact on the strategic risk register and risk management policy and guidance in place will be updated on the intranet - the hub, in line with the established continuous review arrangements in place.
- 3.5 In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that will impact on future generations at community level, but will have a lesser impact on the medium term delivery of council services is an area for continued development. The Well-being Assessment for Monmouthshire identifies a number of these. The Public Service Board draft Well-being Plan sets out the objectives that public services in Monmouthshire are developing collaboratively based on evidence from the Well-being Assessment.
- 3.6 The risk assessment will continue to be subject to continuous review as part of the authority's performance management framework. An up-to-date risk register is accessible to members on the Council's intranet - The Hub. This will ensure members and select committees are able to use the risk register at any point in the year to inform their work plan as appropriate.

4. OPTIONS APPRAISAL

- 4.1 The Strategic Risk Assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. Risks that are identified as needing to be managed through the strategic risk register are included. The structure of the risk register has been developed based on information specified in the policy as needing to be included as well as feedback from internal and external audit and audit committee on providing a clear and robust assessment of risks.

5. EVALUATION CRITERIA

- 5.1 The strategic risk management policy sets the criteria which needs to be considered when identifying and mitigating strategic risks. Actions in the risk register set timescales and responsibility holders for delivery. The risk assessment will be subject to continuous review as part of the authority's performance management framework. An up-to-date risk register will be accessible to members on the Council's intranet – The Hub.

5.2 The risk assessment will be presented to Cabinet for sign-off annually. It will also be reported to Audit Committee to fulfil the committee's role in providing assurance of the adequacy of the Council's risk management framework. It is also available for members and select committees to use at any point in the year to inform their work plan as appropriate.

6. REASONS

6.1 To ensure that strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate and supported by effective operational activity to ensure risk reduction / risk management.

6.2 An articulate and documented strategic risk management approach is implemented to support the council to:

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

7. RESOURCE IMPLICATIONS

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

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

8.1 The purpose of the whole authority strategic risk assessment is to identify and assess risks robustly and ensure risk controls are put in place that are appropriate and proportionate. Any specific mitigating actions that have policy implications would need to be subject to a separate decision and a full impact assessment completed at that time. The report specifically references risks around safeguarding and corporate parenting and how they are being mitigated.

9. CONSULTEES:

Senior Leadership Team

The risk assessment has been presented to Audit Committee to fulfil Audit Committee's role in providing assurance of the adequacy of the Council's risk management framework.

Views have been sought throughout the process and have been used to inform the development of the paper before Cabinet today.

10. BACKGROUND PAPERS:

Monmouthshire's Strategic Risk Management Policy and Guidance

11. AUTHOR:

Richard Jones, Policy and Performance Officer

12. CONTACT DETAILS:

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Telephone: 01633 740733

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
1. Revised	Potential Risk that: The authority does not remain relevant and viable for future generations due to not having a sustainable delivery model.	<p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>In light of the financial, demographic and demand pressures we face it is not enough to keep our county and council going for now, we have to ensure it is continually growing for the future.</p> <p>A corporate plan is being developed that sets out a clear direction for the Council and the resources required to deliver it. The council's key delivery strategies to enable the delivery of this are being revised.</p> <p>Whilst the Future Monmouthshire work is making progress and establishing key themes to work on there is still some way to go to establish the future operating model for the authority and a one-year (2018/19) budget process has been developed.</p>	2017/18	Possible	Major	Medium	<p>Develop and specify the business model for the authority in the long term through the Future Monmouthshire programme and continue to implement the programme to meet short and long term needs</p> <p>Following the development of the corporate plan ensure the Council's key delivery strategies e.g. assets, people and digital are reviewed and aligned to deliver the corporate plan</p> <p>In partnership with Gwent public sector partners, commission work on future trends, including understanding how particular trends impact at a local level</p>	<p>Chief Executive, February 2018</p> <p>Deputy Chief Executive May 2018</p> <p>Head of Policy and Governance March 2018</p>	<p>A corporate plan has been developed by Cabinet and approved by Council that sets out a clear direction for the Council.</p> <p>Following the approval of the corporate plan the Council's key delivery strategies to enable the delivery of this will be revised. Future Monmouthshire has set a number of guiding principles that will help ensure that any work and decisions that need to be made in the short term can be consistent with ongoing work to establish the medium and long term picture.</p> <p>The project has been commissioned and research has commenced to develop understanding of trends that could impact on well-being and delivery of public services.</p>	2017/18	Unlikely	Major	Low	Paul Matthews & Cllr Peter Fox	<p>Select Committee: All</p> <p>Objectives: All</p>
			2018/19	Possible	Major	Medium				2018/19	Unlikely	Major	Low		
			2019/20	Possible	Major	Medium				2019/20	Unlikely	Major	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
2 revised	Potential Risk that: Without appropriate and effective governance infrastructure the Council may not deliver its objectives.	<p>Good governance is a fundamental part of local authority working, arrangements are multifaceted and need to be subject to continuing review to ensure they are effective.</p> <p>The Well-being of Future Generations Act sets longer term goals we need to work towards, and the ways of working we need to adopt. To effectively implement this will require changes to the way we work.</p> <p>The Council is increasingly considering alternative delivery models to sustain services for example for Leisure, Tourism, Culture and Youth Services. These models are often complex and have many risks and challenges.</p> <p>New joint arrangements require robust governance arrangements to be established.</p> <p>The White Paper <i>Reforming Local Government: Resilient and Renewed</i> sets out proposals to strengthen the role of councils and councillors and review the role of community councils.</p> <p>Concerns on overlapping and complicated community governance structures have led to</p>	2017/18	Possible	Substantial	Medium	Update the Councils' constitution to ensure it reflects recent changes in legislation and governance.	Monitoring Officer December 2017	In December 2017 Council adopted changes to the council's constitution.	2017/18	Possible	Substantial	Medium	Kellie Beirne & Cllr Paul Jordan	Select Committees: Audit Committee Objectives: All
			2018/19	Possible	Substantial	Medium				2018/19	Unlikely	Substantial	Low		
			2019/20	Possible	Substantial	Medium	Pilot the Community Governance structure in the Bryn Y Cwm area and finalise the Community Governance review and agree through Council	Head of Policy and Governance	<p>Council agreed in March 2017 that the review of community governance should be finalised as early as possible to allow the new Council to reach agreement as to the shape and structure of community engagement; and that the community governance structure designed as a part of member working group is piloted in the Bryn Y Cwm area.</p> <p>Five new cluster town and community councils have been set up and allocated an SLT lead. The governance review will need to consider this.</p>	2019/20	Unlikely	Substantial	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>some dissatisfaction amongst community stakeholders.</p> <p>Monmouthshire County Council recognises the important and valuable contribution made by volunteers in enhancing service delivery. There is a need to formalise arrangements for the role of volunteers in service delivery and set out the terms governing their engagement and ongoing relationship with the Council</p> <p>The latest Wales Audit Office Annual Improvement Report (AIR) concludes “Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2017-18 providing it responds constructively and in a timely way to our statutory recommendations.”</p>					<p>Finalise and present the full business case on Leisure, Tourism, Culture and Youth Services for further consideration by Members</p>	<p>Head of Tourism, Leisure & Culture February 2018</p>	<p>A Full Business Case has been scrutinised by a joint select committee in July 2017 and explains the background to the proposal and sets out the Strategic, Financial, Economic, Commercial and Management case in support of the proposal, with the key focus on the financial viability of the proposal. In January 2018 cabinet approved the Full Business Case, Business Plan and associated reports to inform the establishment of a new entity.</p>						
							<p>Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms</p>	<p>Senior Leadership Team, timetable as per action plans</p>	<p>The Council has arrangements in place to respond to regulatory reports.</p>						
							<p>Deliver the implementation plan for volunteering policy (adopted in December 2017) in all service/business areas and continued implementation of the Volunteer toolkit,</p>	<p>HR Manager & Communities and Partnership Development Team Timescale as per implementation plan</p>	<p>Safe recruitment, and effective management of, the volunteer workforce has been a major focus. A quarterly MCC volunteer network supports services on volunteer management. A Volunteering Policy was adopted by full Council in December 2017. This is supported by the Volunteering Toolkit, which all services and schools using the services of volunteers need to comply with. A six month volunteer coordination post was created to support implementation of the volunteer policy.</p>						

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
3 revised	Potential Risk that: The Council and partners do not make sufficient progress to improve well-being through regional and partnership working.	<p>The Future Generations Act puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area. The PSB well-being plan and delivery mechanisms to achieve their objectives are currently being formalised. The Council as a statutory partner will have an important role in taking these forward.</p> <p>The White Paper <i>Reforming Local Government: Resilient and Renewed</i> sets out arrangements for regional working. As part of this it highlights regional working requires clarity of purpose about what the collaboration is trying to achieve, and also clarity regarding roles and responsibilities, governance, accountability and financing mechanisms; not just for the organisations delivering services, but for the people receiving services</p> <p>The Council is already part of regional and partnership working arrangements in a variety of services, some of these require further development</p>	2017/18	Possible	Substantial	Medium	To develop the Public Service Board Well-being plan, implement a delivery framework and develop the role of the Public Service Board Select Committee to scrutinise the PSB arrangements	Head of Policy and Governance May 2018	The Monmouthshire PSB draft well-being plan was consulted on until 7th February 2018. The development of the plan has been scrutinised by PSB Select Committee. The feedback is currently being used to finalise the plan.	2017/18	Possible	Substantial	Medium	Kellie Beirne, Cllr Peter Fox & Cllr Paul Jordan	Select Committees: Audit Committee Public Service Board Select Committee Objectives: All
			2018/19	Possible	Substantial	Medium				2018/19	Possible	Substantial	Medium		
			2019/20	Possible	Substantial	Medium				2019/20	Unlikely	Substantial	Low		
4	Potential Risk that: Some services may become financially unsustainable in the short to medium term	<p>The latest assumptions (November 2017) indicate a cumulative budget gap of £14 million over the period 2018/19 -2021/22.</p> <p>Over the last four years, the Council has had to manage £19.1 million of savings from its service budgets, whilst additionally also taking advantage of the cashflow savings effect of revising its capital finance arrangements of circa £3.3million.,</p>	2017/18	Possible	Major	Medium	Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures.	Head Of Finance March 2018	Overall Net Council Fund at Month 7 2017/18 is reporting a £62,000 overspend which has been compensated in part by savings in Treasury and Financing. The net cost of services outturn forecast has increased by £539k to a £1.333 million overspend from month 2 to months 7. 94% of savings are forecast to be achieved. Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year.	2017/18	Unlikely	Major	Low	Joy Robson and Cllr Phil Murphy	Select Committee: All Objectives: All
			2018/19	Possible	Major	Medium				2018/19	Unlikely	Major	Low		
			2019/20	Possible	Major	Medium				2019/20	Unlikely	Major	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>The council holds appropriate reserves but there is little opportunity to replenish reserve balances as budgets get tighter. Ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. The medium term projection is for usable and available ear marked reserves to fall to £1.4million.</p> <p>Funding from Welsh Government has reduced over the period and this looks set to continue for the foreseeable future.</p> <p>At the same time pressures on the budget have been increasing in terms of demographic growth, demand on services and expectations, contract price inflation and redundancy costs.</p>					<p>All services to model savings for 2018-19 based on the principles of Future Monmouthshire and begin planning a longer-term programme which aligns with the medium Term Financial Plan.</p> <p>Develop and implement a commercial strategy aligned to the Corporate Plan</p> <p>Develop and implement a Strategic procurement review for long term and short term benefits and savings to the Council and the County</p> <p>Continue to Implement the income generation strategy</p>	<p>Head Of Finance March 2018</p> <p>Chief Officer Resources May 2018</p> <p>Head of Commercial and Integrated Landlord Services March 2019</p> <p>Assistant Head of Finance Ongoing</p>	<p>All services have been asked to plan how their services would look within a 5% budget reduction for 2018/19 and begin to position short-term decisions in the context of a longer-term programme which aligns with the medium Term Financial Plan. Budget proposals for 18/19 have been worked up.</p> <p>The strategy is being drafted.</p> <p>The Strategic Procurement Review has commenced following initial desktop research. Economy and Development Select Committee are actively engaged in the development of proposals.</p> <p>A review of fees and charges for services across the Council has been completed and proposals identified for amending charges with effect from April 2018 presented to Cabinet. A strategic review of fees and charges over the medium term is to be completed.</p>						
5 revised	<p>Potential Risk that:</p> <p>The authority is unable to deliver its political priorities due to insufficient capital funding availability which may also lead to risks of maintaining key infrastructure and other identified pressures.</p>	<p>Reduction in capital budget. The core capital programme has been constrained in order to enable the Band A new schools programme to be funded. The business case is to be developed for Band B and funding identified.</p> <p>A number of significant pressures are documented that are not currently funded – property and highways infrastructure, DDA work, Public rights of way etc. which carries a considerable risk.</p> <p>The capital receipts balance is set to reduce over the MTFP (2018/19 – 2021/22).</p> <p>Projects, such as the CCR City Deal, require significant capital investment to realise the outcomes.</p>	<p>2017/18</p> <p>2018/19</p> <p>2019/20</p>	<p>Possible</p> <p>Possible</p> <p>Likely</p>	<p>Major</p> <p>Major</p> <p>Major</p>	<p>Medium</p> <p>Medium</p> <p>High</p>	<p>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.</p> <p>Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.</p>	<p>Deputy Head of Finance Ongoing</p> <p>Head of Commercial and Integrated Landlord Services & Head of Operations Ongoing</p>	<p>The draft capital budget proposals for 2018/19 to 2021/22 identifies a capital strategy that enables the core capital programme, Future schools and other identified schemes to be accommodated is being developed. Notwithstanding this there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it.</p> <p>A revised programme of property surveys and health and safety surveys will be used to prioritise the maintenance programme and associated backlog.</p> <p>Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.</p>	<p>2017/18</p> <p>2018/19</p> <p>2019/20</p>	<p>Possible</p> <p>Possible</p> <p>Possible</p>	<p>Major</p> <p>Major</p> <p>Major</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Deb Hill- Howells, Joy Robson & Cllr Phil Murphy</p>	<p>Select Committees: Economy and Development & Strong Communities</p> <p>Objectives: All</p>

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>In the event of emergency pressures resources will have to be diverted.</p> <p>There can be significant slippage in gaining capital receipts.</p> <p>There is a risk associated with relying on the need to utilise capital receipts in the same year that they come into the Council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.</p>					<p>Review and update the Asset Management Plan to provide a clear strategy and plan for the management of the council's property and land assets and ensure it aligns to the delivery of the corporate plan.</p> <p>Complete and gain approval for the policy of acquisition of investment property.</p>	<p>Head of Commercial and Integrated Landlord Services April 2018</p> <p>Head of Commercial and Integrated Landlord Services April 2018</p>	<p>The Asset Management Plan is being updated to align to the delivery of the corporate plan.</p> <p>A proposed policy for the acquisition of investment properties has been created and scrutinised by Economy and Development Select Committee the plan is being reviewed based on the feedback and principles of Future Monmouthshire.</p>						
6 Revised	<p>Potential Risk that:</p> <p>Our workforce is not sufficiently resourced and does not have the right mix of skills which impacts our ability to deliver change, improve performance and deliver our objectives.</p>	<p>Our people are central to the success of our council and county. To maximise the opportunities to deliver our objectives we need to develop knowledge and skills that are not always widespread within our sector</p> <p>The number of employees has reduced in recent years. Sickness levels were an average of 11.5 days per FTE employee in the year to March 2017.</p>	<p>2017/18</p> <p>2018/19</p> <p>2019/20</p>	<p>Possible</p> <p>Possible</p> <p>Possible</p>	<p>Substantial</p> <p>Substantial</p> <p>Substantial</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>To implement a revised people and organisational development strategy following development of the corporate plan and the workforce planning arrangements required to deliver it.</p> <p>Continue to implement Directorate workforce planning</p>	<p>Head of People Services June 2018</p> <p>HR lead & Training Lead Ongoing</p>	<p>A People services business plan for 2017/18 is in place. The people and organisation development strategy and workforce planning arrangements will be developed aligned to the corporate plan.</p> <p>To support workforce planning a workflow has been developed to enable service leaders to effectively focus on succession and workforce planning and directorates to develop plans for their workforce. The combination of the workflow and the training and development pathways will help support workforce development.</p>	<p>2017/18</p> <p>2018/19</p> <p>2019/20</p>	<p>Possible</p> <p>Possible</p> <p>Possible</p>	<p>Substantial</p> <p>Substantial</p> <p>Substantial</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Tracey Harry & Cllr Phil Murphy</p>	<p>Select Committee: Strong Communities</p> <p>Objectives: All</p>

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		A range of services have identified risks to their capacity for service delivery.					Continue to engage with staff on well-being to ensure a focus on addressing identified needs and make better use of data for focussed interventions.	Head of People Services Ongoing	A staff survey, including further questions on wellbeing, has been completed and the results are being used to inform future planning. Workshops have been held to promote staff well-being and support available. A managers checklist has been implemented to ensure all managers undertake appropriate training. Workforce data displays in the HR system are being developed (by February 2018) to provide managers with more timely and a greater range of information to inform the management of their workforce						
							Embed the attendance and wellbeing policy	HR lead March 2018	The revised attendance and wellbeing policy was approved by Cabinet in June 2017						
							Continue to increase understanding and maximise completion of the check-in, check-out staff appraisal process and use feedback to plan and identify training needs	HR lead Ongoing	Based on feedback received, the Check-in, Check-out (CICO) process has been reviewed and rolled out with more robust guidance, video tutorials and supportive training. Work will continue to increase understanding and maximise completion of the process.						
7 revised	Potential risk of: Significant harm to vulnerable children or adults due to failure of safeguarding arrangements	Improved outcomes for vulnerable people can only be achieved and sustained when people and organisations work together to design and deliver more integrated services around people's needs In February 2017 Wales Audit Office issued Statutory recommendations for improvement in Safeguarding arrangements in the Kerbcraft scheme report. Internal audit have issued limited assurance reports on volunteering and children's services placements Potential that staff and volunteers begin their appointment without DBS checks having been completed. Within a large organisation with devolved responsibility for	2017/18	Possible	Major	Medium	Continually monitor and evaluate process and practice and review accountability for safeguarding and implement actions identified, particularly better use of information.	Corporate Safeguarding Programme Lead Ongoing	The latest evaluation of progress of Monmouthshire County Council's key safeguarding priorities, in the period April – October 2017 was presented to Cabinet in December 2017. This identified measures to highlight progress, identifies risks and sets out clear improvement actions and priorities for further development.	2017/18	Possible	Major	Medium	Will Mclean & Claire Marchant. Cllr Penny Jones & Cllr Richard John	Select Committees: CYP & Adults Objective: The best possible start in life Lifelong well-being
			2018/19	Possible	Major	Medium				2018/19	Possible	Major	Medium		
			2019/20	Possible	Major	Medium				2019/20	Possible	Major	Medium		
							Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse	Chief Officer, SCH Ongoing	The SAFE process has been rolled out across the Council and a new system of SBARs (Situation Background Analysis Review) has been introduced.						
							Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).	Chief Officer, SCH Ongoing	The Corporate safeguarding policy sets out clearly roles, responsibilities and governance arrangements. WASG has an important role, bringing together Chief Officers/ Heads of Service from each						

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective	
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level			
		<p>recruitment and selection there is opportunity for deviation from agreed processes</p> <p>It is acknowledged that more work is required to strengthen the links between national, regional and local safeguarding activity and ensure the learning through the regional safeguarding boards and sub-groups is embedded in practice and operations in Monmouthshire</p> <p>While there are many steps the council and partners can take to mitigate the risk, significant harm can also occur due to factors that are outside our control meaning that there will always be a level of risk.</p>						<p>directorate to lead safeguarding activity in the Council. To reflect the need to improve systems for identification, management and mitigation of risk, a new system of SBARs (Situation Background Analysis Review) has been introduced to support WASG in identifying risks, overseeing action plans arising from significant event analyses in respect of compliance with the Council’s safeguarding policy.</p> <p>As a statutory partner of the regional safeguarding boards continue to work with other statutory partners to implement effective scrutiny arrangements</p> <p>Continue to implement the Children’s services improvement programme and related Workforce and Practice Development Action Plan and Commissioning strategy for Children, Young People and their Families.</p>	<p>Chief Officer, SCH Ongoing</p> <p>Head of Children’s services Timescales as in plan</p>	<p>At a regional level, the South East Wales Safeguarding Children Board and Safeguarding Adults Boards fulfil the statutory responsibilities set out in the Social Services and Wellbeing (Wales) Act. Monmouthshire County Council is fully represented on both the Children and Adult Safeguarding Boards, and their subgroups. It is acknowledged that more work is required to strengthen the links between national, regional and local safeguarding activity and ensure the learning from the regional boards and sub-groups is embedded in practice and operations in Monmouthshire.</p> <p>The Children’s Services Improvement Programme has created a drive to improve the quality child protection practice, application processes and procedures, and ensure staff understand the requirements and expectations of their role and task. This is regularly reported to select committee and continues to be progressed.</p>						

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
							Deliver the implementation plan for volunteering policy (adopted in December 2017) in all service/business areas and continued implementation of the Volunteer toolkit,	HR Manager & Communities and Partnership Development Team Timescale as implementation plan	Safe recruitment, and effective management of, the volunteer workforce has been a major focus. A quarterly MCC volunteer network supports services on volunteer management. A Volunteering Policy was adopted by full Council in December 2017. This is supported by the Volunteering Toolkit, which all services and schools using the services of volunteers need to comply with. A six month volunteer coordination post was created to support implementation of the volunteer policy.						
							To implement the Action Plan established in response to the Safeguarding arrangements – Kerbcraft scheme report approved by Council in March 2017	Head of Operations, Timescales as in action plan	Audit Committee received a report on the implementation of the Action Plan (Nov 2017). A further report on implementation of the Action Plan has been presented to CYP Select Committee along with the performance data which will thereafter form the basis of annual performance reports to the committee.						
8 new	The potential risk to: The robust delivery of the Council's corporate parenting responsibility and services related to safeguarding vulnerable children as a result of an increase in demand and complexity in cases in Children's services.	The number of children on the child protection register increased substantially during 2016/17 and has risen slightly to 95 at the end of quarter 2 2017/18. When considered as a rate per child population, Monmouthshire's rate at the end of 2016/17 exceeded the Welsh average. The number of looked after children has increased from 133 at the end of 2016/17 to 147 at the end of quarter 2 2017/18.	2017/18	Possible	Major	Medium	Design and implement an Early Help and Family Support service	Head of Children's services Timescales as Cabinet Report	A report setting out the changes was approved by Cabinet in December 2017.	2017/18	Possible	Major	Medium	Claire Marchant & Cllr Penny Jones	Select Committee: Children & Young people Objective: The best possible start in life
			2018/19	Possible	Major	Medium				2018/19	Possible	Major	Medium		
			2019/20	Possible	Major	Medium	Continue to implement the Children's services improvement programme and related Workforce and Practice Development Action Plan and Commissioning strategy for Children, Young People and their Families.	Head of Children's services Timescales as in plan	The Children's Services Improvement Programme has created a drive to improve the quality child protection practice, application processes and procedures, and ensure staff understand the requirements and expectations of their role and task. This is regularly reported to select	2019/20	Unlikely	Major	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>The 2017/18 budget for Children Services is £10.1m, over half of which relates to looked after children, in particular, placements for looked after children. The latest reported position is a overspend of £1.052 million for 2017/18 forecast at Month 7.</p> <p>Internal Audit have issued a limited assurance report on children's services placements</p>						committee and continues to be progressed.							
							Deliver action plan in response to findings of Internal Audit report	Service Manager – Children's services January 2018	An action plan has been established and is being delivered						
9 revised	Potential Risk that: Failure to meet the needs of vulnerable learners may result in them not achieving their full potential	Gap in attainment between those not eligible and those eligible for Free School Meals remains a concern.	2017/18	Possible	Major	Medium	Ensure the commissioned arrangements with the EAS address the authority's concerns in challenging and supporting schools	EAS & MCC Ongoing	EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued focus on vulnerable learners	2017/18	Possible	Major	Medium	Will Mclean & Cllr Richard John	Select Committees: CYP Objective: The best possible start in life
		Meeting the needs of vulnerable learners remains a priority	2018/19	Possible	Major	Medium				2018/19	Possible	Major	Medium		
		There is an increasing demand for additional support for children with additional learning needs	2019/20	Possible	Major	Medium				2019/20	Unlikely	Major	Low		
		Variation in standards across schools, with some schools judged by Estyn to be only adequate and remaining in amber and red support categories for more than a year.					Work closely with our secondary schools to ensure they are prepared for the new examination requirements	EAS & MCC Ongoing	Preparation with secondary schools for the new examination requirements continues.						
		Poor leadership, management, capacity and performance in some schools					-Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs	Head of Achievement and Attainment February 2018	The review includes re-provision of broader inclusion services in County allowing for more specialist solutions for children. A Cabinet decision will be sought in February to consult and implement changes as part of the review.						
		Unsustainable provision to meet the demand for Welsh Medium education provision					Continue to improve the quality of self-evaluation in the CYP directorate.	Chief Officer Children & Young People Ongoing	A Chief Officer Report for Children & Young People will be prepared in Spring 2018 Ongoing Estyn Local Authority Link Inspection visits.						
		Along with the rest of the organisation, schools are facing a					Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities	Head of Achievement and Attainment Early 2018	A revised draft is out for consultation as agreed by Cabinet in October 2017 and due to be submitted to Welsh Government early in the new year						

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level				
		<p>challenging financial settlement and have, for the first time, budgeted to be in a collective deficit by the end of the year. By the end of the financial year 2018/19 it is anticipated 11 schools will be in a deficit reserve position.</p> <p>Schools enter a collective deficit reserve position contrary to current Fairer Funding guidance that Governing bodies have ascribed to.</p>					Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people.	Finance Manager – Children & Young People Ongoing	This forecasted position has improved since budgets were set, at month 2 2017/18 School Budget Funding exhibited a breakeven position although the school use of their reserves remains a cause of concern.								
10a	<p>Potential risk of:</p> <p>Information security breaches due to mismanagement of information or external parties gaining access to the network could result in critical and sensitive data being lost, compromising the delivery or availability of Council services and the interaction with external agencies and partners.</p>	<p>There have been a number of high profile cyber-attacks leading to data breaches and compromise of systems both in the public and private sector, such as the ransomware attack in the NHS.</p> <p>Attacks are increasing in volume and there is a need to provide constant and sustained vigilance when mitigating against the possibility of attacks gaining entry to our critical data resources. In order to mitigate sufficiently against cyber threat sufficient funding needs to be available to implement security systems.</p> <p>There remain areas where the secure storage and handling on information requires strengthening.</p> <p>With an increased drive for digital services to improve effectiveness more and more information is being stored digitally, and the need to ensure the confidentiality, integrity and availability of that data is critical for future service delivery.</p>	2017/18	Possible	Major	Medium	Undertake a structured and comprehensive training programme for all staff on cyber security and Data protection	Cyber security service	A cyber security service shared between Gwent Police, TCBC and MCC has been commissioned which acts as an audit function of our technical arrangements, as well as providing training and advice on data security issues. This service also deals with MCC's PSN and the SRS ISO accreditation.	2017/18	Possible	Major	Medium	Sian Hayward & Tracey Harry. Cllr Phil Murphy	<p>Select Committee: Economy and Development</p> <p>Objective: All</p>		
			2018/19	Possible	Major	Medium						2018/19	Possible			Major	Medium
			2019/20	Possible	Major	Medium						2019/20	Possible			Major	Medium
							Participate in an SRS business case for partners to procure a robust and comprehensive system that minimises the risk of unauthorised access to MCC's network.	Digital Projects Team January 2018	The business case has been agreed by SRS partner organisations and MCC has agreed to procure a Microsoft email and internet filtering service. It will be implemented in January 2018								
							Continuous monitoring of cyber threat and mitigation by the security team, identifying technical solutions to potential risk areas.	Digital Projects Team Ongoing	A central information security risk log is in place for all partners using the SRS. This is used to identify risk areas and the appropriate mitigations. This is monitored on an operational level by the Digital Projects Team level and overall by the council's SIRO.								
							Deliver a programme of security work identified by the cyber security team, approved for implementation by MCC and undertaken by the SRS as part of their core service delivery		A significant and comprehensive security review has been undertaken in order to gain Public Sector Network (PSN) accreditation. Penetration or PEN testing has been undertaken across MCC systems and PSN has been resubmitted for accreditation								
							Implement the Information Strategy to safeguard the integrity and security of our data while taking-steps towards becoming a data-led organisation.	Information Governance Group Ongoing,	The Information Strategy was reviewed and updated in October 2017 to cover the 3 inter-related strands of – Digital Information, Information Governance and Legislation &								

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
								Data use, Open Data and Business Intelligence.							
							Continue to provide a programme of data protection training and advice and support on information management processes and practice, particularly in identified areas for improvement.	SIRO (Tracey Harry) May 2018	Mandatory data protection training continues to be provided to staff across the Council. A separate programme of events is in place for the introduction of General Data Protection Regulation (GDPR) (see 10b) which will also further enhance our data security and information management arrangements.						
10b new	Potential risk of Not adequately transitioning to the requirements of the General Data Protection Regulation resulting in reputational damage and risk of fines to the Council	The need to comply with General Data Protection Regulation (GDPR) by May 2018.	2017/18	Possible	Substantial	Medium	Deliver the GDPR Action Plan to ensure the Council complies with the regulation by May 2018	SIRO (Tracey Harry) May 2018	The action plan continues to be implemented with oversight from the Council's Information Governance Group	2017/18	Possible	Substantial	Medium	Tracey Harry & Cllr Phil Murphy	Select Committee: Economy and Development Objective: All
		The regulation impacts the way we process, store, protect and use personal data.	2018/19	Possible	Substantial	Medium				2018/19	Possible	Substantial	Medium		
		Failure to comply could lead to adverse impacts on those whose data is affected, large fines and damage to the Council's reputation. The Council is implementing an action plan to ensure compliance building on existing Data Protection Act process already in place. The risk levels will be reviewed in the next six months in line with progress with the action plan.	2019/20	Possible	Substantial	Medium				2019/20	Unlikely	Substantial	Low		
10c new	Potential risk of: major disruption to services due to the transfer of the Council's email and skype to Office 365.	We are planning to transfer our email and skype software to Office 365 to utilise the latest cloud technology and maximise further added value tools and functions included with the O365 package.	2017/18	Possible	Major	Medium	Implement Project management arrangements including: Identifying all potential interfaces with other systems and ensuring compatibility tests are undertaken. Ensure all employees have the required level of training and support for the transfer exercise. Using a phased approach to the transfer over 10 days to minimise disruption in the event of a failure during transition.	Head of Digital, April 2018	Establishing project management arrangements and a timetable for implementation to mitigate against any failures.	2017/18	Unlikely	Major	Low	Sian Hayward & Cllr Phil Murphy	Select Committee: Strong Communities Objective: Future-focused Council
		The transfer to Office 365, if not effectively implemented, could result in major disruption to the Council's email and Skype facilities for up to 5 days which will impact on the delivery of services	2018/19	Possible	Major	Medium				2018/19	Unlikely	Major	Low		
			2019/20	Unlikely	Major	Low				2019/20	Unlikely	Major	Low		

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		The transition period will require users to make amendments and updates to their profiles which requires training and awareness raising.					Test transfers are being undertaken with a smaller group to identify potential problems and issues.								
11a	Potential Risk of a lack of appropriate infrastructure in the County to meet future needs due to key Local Development Plan housing policy targets not being met, in conjunction with the County's changing demography and other external changes such as Severn Bridge tolls and this impact on the housing market. These factors can also impact on planning for other infrastructure such as transport and energy.	Several key LDP policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions. The ability for the current LDP to address emerging challenges such as the County's changing demography and the impact of removing the Severn Bridge tolls on the housing market. The need to consider the Council's future vision and the extent to which the current LDP aligns with that and its impact on wider infrastructure planning, such as transport, which could affect future economic, social, environmental and cultural well-being. There is potential for 'planning by appeal' and ad hoc development coming forward outside the development plan system. The Monmouthshire Joint Housing Land Availability Study (JHLAS) for 2016-17 demonstrates that the County had 4.0 years housing land. This is the second consecutive year that the land supply has fallen below the 5 year target.	2017/18 2018/19 2019/20	Possible Possible Possible	Major Major Major	Medium Medium Medium	Complete an early review of the Monmouthshire LDP as a result of the need to address the shortfall in the housing land supply and facilitate the identification and allocation of additional housing land.	Head of Planning	An LDP Draft Review Report was available for stakeholder consultation until 5th February 2018. The final Review Report will inform the process for formally commencing the LDP revision process	2017/18 2018/19 2019/20	Possible Possible Unlikely	Major Major Major	Medium Medium Low	Mark Hand and Cllr Bob Greenland	Select Committee: Economy and Development Objective: Thriving and well-connected county
11b	Potential Risk that: Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages	The majority of businesses now have access to superfast broadband which presents them with further opportunities, although 10% of premises remain without sufficient broadband provision.	2017/18 2018/19	Likely Likely	Substantial Substantial	Medium Medium	Continue to collaborate with the Superfast Business Wales team to support their ICT Exploitation programme.	Head of Enterprise & Community Development Ongoing	We continue to work with Welsh Government to support access to Superfast Cymru Two. MCC is one of two local authorities represented on the Advisory Panel.	2017/18 2018/19	Likely Likely	Substantial Substantial	Medium Medium	Cath Fallon & Cllr Sara Jones	Select Committee: Economy and Development Objectives: Thriving and

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>Monmouthshire residents have high demand for broadband services however a significant skills issue exists in the County with approximately 20% adults in Monmouthshire not using the internet.</p> <p>Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.</p>	2019/20	Likely	Substantial	Medium	<p>Enable the rollout and exploitation of high speed broadband across the County for both businesses and communities.</p>	<p>Head of Enterprise & Community Development ongoing</p>	<p>Promotion of the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out area continues.</p> <p>Through funding secured via the Rural Community Development Fund, digital connectivity in community hubs is being trialled by focusing on four villages within the Llanover ward of Monmouthshire.</p>	2019/20	Possible	Substantial	Medium		well-connected county
						<p>Trial the roll out of the TV white space broadband pilot which will enable isolated rural communities to enjoy the same digital connectivity as in urban areas and, if successful, will be replicable in other rural areas.</p>	<p>Rural Programmes Manager, Ongoing</p>	<p>We continue to undertake digital connectivity pilots through the Rural Development Programme and Rural Community Development Fund. For example the TV white space project has been approved to investigate and trial a newly available broadband technology known as Television “white space” in digitally deprived areas.</p>							
12	<p>Potential Risk that: Political, legislative and financial uncertainty for council services and local businesses as a result of Britain leaving the European Union.</p>	<p>The significant issues raised include:</p> <p>The impact on the economy and public finances which could impact on local government financial settlements and what that might mean for the economic and social well-being of local communities. While restrictions on labour mobility could impact on local firms.</p> <p>Many council services are governed by EU legislation or follow EU led policy, for example procurement</p>	2017/18	Almost Certain	substantial	High	<p>Continued liaison and work with partners such as Welsh Government, WLGA and treasury advisers to understand and plan for any implications for the Council.</p>	<p>Senior Leadership Team Ongoing</p>	<p>Many of the negotiations and decisions on Britain leaving the EU are outside of the council’s control, given this and the current uncertainty the post mitigation risk levels have not been assessed to change</p> <p>The Council has established working relationships with key partners, such as the Welsh Government, the WLGA and treasury advisers to work with in understanding and planning for any potential risk to Council services.</p>	2017/18	Almost Certain	substantial	High	<p>Senior Leadership Team & Cabinet</p>	<p>Select Committee: Economy and Development & Strong Communities</p> <p>Objectives: All</p>
		2018/19	Almost Certain	substantial	High	2018/19				Almost Certain	substantial	High			
		2019/20	Almost Certain	substantial	High	2019/20				Almost Certain	substantial	High			

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Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale and responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>rules. There will be uncertainty while the process for extricating the UK from this law is established.</p> <p>Some projects rely directly on EU funding, such as the Rural Development Plan (RDP).</p> <p>Market volatility, inflation and financial uncertainty could impact on council revenue budgets and borrowing costs for capital schemes. Any market volatility could impact on the local government pension schemes.</p> <p>The leave vote created divisions: regionally and between age groups that could raise concern over social inclusion and a rise in hate crime.</p>					Continue to refine and update the Medium Term Financial Planning model and assumptions for future service budgets.	Chief Officer Resources, Ongoing	The Council already has an established Medium Term financial plan to model financial assumptions and scenarios for planning future service budgets which will continue to be updated.						

Risks removed from the strategic risk register at February 2018

Risk	Reason why identified	Mitigation undertaken and reason why removed from Strategic Risk assessment
<p>Potential Risk that: Schools do not have the necessary ICT infrastructure meaning they are unable to maximise their offer to learner's needs.</p>	<p>Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs.</p> <p>Some schools do not have the ICT infrastructure to support these systems fully.</p>	<p>A comprehensive Service Level Agreement with the SRS and schools commenced in April 2016. The council has approved a business case for £885,000 of investment in schools ICT infrastructure.</p> <p>The investment programme in ICT in schools, involved the upgrade and renewal of the ICT infrastructure in schools, providing a common platform and standard in line with WG and 21st century schools aspirations.</p> <p>The investment programme has been completed. Schools are already reporting an overall increase in performance of the infrastructure upgrade and the level of technician support within the SLA. A progress update was reported to Economy and Development Select Committee in July 2017.</p> <p>The project is due for formal closure.</p>
<p>Potential Risk that: The current configuration of the recycling service becomes unviable because of legislation requirements and financial constraints.</p>	<p>Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method.</p> <p>Long term uncertainty over Welsh Government funding and future costs of the service.</p> <p>The Welsh Government grant was cut by 6.4% and is due to be cut by a further 7% in 2017/18.</p>	<p>A pressure mandate was accepted by Council to fund £1.2million pressures in the MTFP over 2016/17 and 2017/18 due to an increase in recycling costs, the Welsh Government grant reduction and growth in waste tonnages.</p> <p>The recycling review has been completed and Council in March 2017 agreed the future configuration of the recycling service for the next 7 years. The separation of the three recycling streams means the service is more compliant with the WG blueprint and the statutory requirement for the separate collection of paper, glass, plastics and metals. In November 2017 Council approved the final business case for the Waste and Recycling Review and capital budget in 2017/18 for the acquisition of vehicles including the financial model for the service. The business case provides detailed costs profiling for the coming eight years, including additional Funding Required in 2018/19 above the agreed pressure which reduces in 2019/20.</p> <p>On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes continues.</p>
<p>Potential risk that Some businesses in the County are unable to continue trading as a result of increases in business rates due to draft business rate revaluations.</p>	<p>Over 3,000 businesses in the County have rateable premises.</p> <p>Revised rateable values for business premises came into effect on 1st April 2017 based on the rental value of properties at 1st April 2015.</p> <p>In Monmouthshire 65% of rateable values increased, with some increasing by as much as 300% with a few even higher.</p> <p>Businesses and Monmouth and District Chamber of Trade and Commerce raised concerns that some businesses will be unable to cope with the increase which may result in some of our leading retailers and hospitality businesses in particular being unable to continue trading.</p> <p>This would have a detrimental impact on business, enterprise and job opportunities and potentially impact on the ability to attract new businesses to start or locate in the County.</p>	<p>We worked closely with the VOA, businesses and business groups to raise awareness of rates revaluation and to ensure that businesses checked their new rateable values and approached the VOA if they were concerned about how they had been calculated.</p> <p>We have worked with our Assembly Member, Member of Parliament and the Welsh Government Cabinet Secretary to seek a fair and just settlement for our businesses.</p> <p>We have ensured that businesses are automatically granted rates reliefs where no application is required. We have also contacted relevant businesses to encourage them to apply for certain reliefs in situations where an application is necessary.</p> <p>The post mitigation risk level was not forecast to change as actions that will impact on mitigating the risk are not directly within our control</p> <p>In the first half of 2017/18 we have seen little change in the level of business rates arrears in the county.</p> <p>We continue to work with businesses, Monmouth and District Chamber of Trade and Commerce and other business groups on this issue.</p>

Strategic Risk Management Policy – Summary

This sets out the Council’s policy and approach to strategic risk management. A copy of the full policy and guidance is available to staff and members on The Hub.

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 it’s 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

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

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Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Richard Jones Phone no: 01633 740733 E-mail:	Please give a brief description of the aims of the proposal To ensure that strategic risks are identified and robustly managed by the Council.
Name of Service: All Services	Date Future Generations Evaluation form completed 16/02/2018

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc



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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	One of the purposes of risk management is to aid delivery of the Council's objectives internally and when working with partners. The Corporate Plan sets out five clear objectives, each of which in some way contributes to the goals. The strategic objective aligned to the risk is identified in the risk assessment.	Actions to mitigate the risks are set out in the risk register.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	As above	As above
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	As above	As above
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	As above	As above
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	As above	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	As above	As above
A more equal Wales People can fulfil their potential no matter what their background or circumstances	As above	As above

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The risk assessment identifies high and medium level strategic risks facing the Council over the next 3 years. The risk assessment will be subject to continuous review as part of the authority's performance management framework to ensure it continues to reflect the appropriate risks.</p> <p>.</p>	<p>In line with the Well-being of Future Generations Act, identification and mitigation of longer term risks that will impact on future generations at community level, but will have a lesser impact on the medium term delivery of council services is an area for continued development.</p> <p>The Well-being Assessment for Monmouthshire identifies a number of these. The Public Service Board draft Well-being Plan sets out the objectives that public services in Monmouthshire are developing collaboratively based on evidence from the well-being assessment.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The risk assessment identifies high and medium level strategic risks facing the Council over the next 3 years. Mitigating actions in the risk register set timescales and responsibility holders for delivery. Where appropriate, some of these actions will be delivered in collaboration with others.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The Strategic Risk Assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. A wide range of views have been sought throughout the process and have been used to inform the development of the risk register, including risk owners, Senior Leadership Team and Audit Committee.</p> <p>.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The strategic risk management approach is implemented to support the council to:</p> <ul style="list-style-type: none"> • 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 	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>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.</p> <p>The strategic risk assessment is just one part of the Council's risk management arrangements. Lower level strategic risks and operational risks are managed through a variety of processes for example, through teams' service plans, through Emergency Management Plans and business continuity arrangements, health and safety procedures, insurance arrangements etc.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Specific risks to vulnerable children and vulnerable adults and reasons why identified are set out in the strategic risk register	Specific risks and reasons why identified are set out in the strategic risk register	<p>The strategic risk management approach is implemented to support the council to:</p> <ul style="list-style-type: none"> • 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 <p>Risks related to vulnerable children and vulnerable adults are included in the risk register.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability			<p>The strategic risk management approach is implemented to support the council to:</p> <ul style="list-style-type: none"> • 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
Gender Reassignment			As above
Marriage or civil partnership			As above
Pregnancy or maternity			As above
Race			As above
Religion or Belief			As above
Sex			As above
Sexual Orientation			As above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language			As above

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding			Specific risks and mitigating actions related to safeguarding are included in the risk assessment
Corporate Parenting			Specific risks and mitigating actions related to corporate parenting are included in the risk assessment

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

A wide range of evidence sources are used to identify strategic risks, these include the annual service planning process, regulators' reports, scrutiny findings and performance data.

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

This is an evaluation of the process of producing the risk register rather than of each individual risk. The risk register will be reviewed and updated based on the latest available evidence.

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

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

Page 1 of 1

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

The impacts of this proposal will be evaluated on:	The risk assessment will be subject to continuous review as part of the authority's performance management framework. It is also formally reported to cabinet annually.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet approval	16 th February 2018	

SUBJECT: 2018/19 EDUCATION AND WELSH CHURCH TRUST FUNDS INVESTMENT AND FUND STRATEGIES

MEETING: Cabinet

DATE: 7th March 2018

DIVISION/WARDS AFFECTED: All Authority

1. PURPOSE:

- 1.1 The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2018/19 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.

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RECOMMENDATIONS:

- 2.1 That the proposed Investment and Fund Strategy for 2018/19 for the Monmouthshire Farm School Endowment Trust Fund be approved.
- 2.2 That the proposed Investment and Fund Strategy for 2018/19 for the Welsh Church Fund be approved.
- 2.3 To delegate responsibility for the execution and administration of treasury management decisions to the Head of Finance (S151 officer) who will act in accordance with the Investment and Funds Strategy (appendix 2).
- 2.4 To approve the 2018/19 grant allocation to Local Authority beneficiaries to the Monmouthshire Welsh Church Act Fund of £200,000 to be distributed in accordance with population shares as per the 2010 Census.
- 2.5 To endorse the principle that 2018-19 grant allocation in respect of Monmouthshire Farms trust fund accord closely with the previous years investment return at the end of March 2017, to avoid eroding the overall fund. Total investment returns were £205,979 as per the final audited 2016-17 accounts.
- 2.6 To endorse the Welsh Church Fund Principles, Policy Considerations and Grant Allocation Criteria for 2018-19 (Appendix 6) as considered and approved by the Welsh Church Fund Committee on the 18th January 2018.

3. KEY ISSUES:

- 3.1 The Authority acts as the sole trustee for the Welsh Church Fund and the custodian with responsibility for financial arrangements for the Monmouthshire Farm School Endowment Trust Fund and is required annually to approve Investment and Fund Strategies for them. In addition, for the Welsh Church Fund the Authority is required to determine the grant allocation for the forthcoming year.
- 3.2 The contract for the position of Treasury Advisor to Monmouthshire County Council, the Welsh Church Act Fund and the Monmouthshire Farm School Endowment Trust was retendered in 2015/16. This resulted in Arlingclose being re-awarded the contract in March 2016 for 4 years with the option to extend for a further 2 years. All three bodies will therefore continue to receive ongoing advice and support on investments from 1st April 2018 until 31st March 2019 from Arlingclose.

Investment and Fund Strategy

- 3.3 In acting in its capacity as either sole trustee or custodian, the Authority is required to have Investment policies in place for the Monmouthshire Farms Endowment Trust Fund and the Welsh Church Fund in order to comply with the [Trustee Act 2000](#). The policies ensure that monies are invested in the best interests of the Trusts.

The Annual Investment and Fund strategies for the Monmouthshire Welsh Church Act Fund and Monmouthshire Farm School Endowment Trust Fund set priorities are, in the order shown, to;

- a) Maintain security of the invested capital;
- b) Maintain sufficient liquidity to allow grants to be distributed;
- c) Maintain an optimum yield which is commensurate with security and liquidity.

- 3.4 The Trust holds real assets within pooled funds (Collective Investment Funds) such as to maximise the average annual income stream to the Trust over a 3-5 year business cycle without a sustained loss of capital funds. This policy was adopted as the Investment Strategy for the WCF in 2013/14. Arlingclose as treasury advisors to the Welsh Church Fund have supported the Welsh Church fund in making these types of investments, and these investments were taken out between May 2013 and January 2014. The latest fund review was undertaken by Arlingclose in 2017 and these investments remain a risk balanced investment portfolio in line with the investment priorities.

- 3.5 The current view from investment market projections continues to be that UK base rates will remain relatively low although a small upward pressure has materialised due to a higher than forecasted UK inflation. The basis for the change in investment strategy in point 3.4 was still relevant for 2017/18 and will be monitored with the help of the Authority's treasury advisor on an ongoing basis to ensure returns are optimised in 2018/19, which may require a change in investment vehicles.

- 3.6 Pooled investment funds are suited to bodies such as the Welsh Church Fund and the Mon Farm School Trust Fund which are looking for a steady and/or higher average income streams and who are able to leave the principal in place for a business cycle as they do not need to access the principal over the medium term. This enables the Trust to benefit from above average good years despite lower returns in infrequent poorer years.
- 3.7 There is a risk relating to the use of these funds in that the principal amount can go down as well as up in value. Again this is suited to the Welsh Church Fund as the Trust can tolerate these movements over a longer business cycle. The movements are expected to be at least neutral over a business cycle and the earning power of these investments is not largely affected by the market value.
- 3.8 For the financial year 2016-17, the WCF has received income of £201,247 from its external investment funds. The forecast for income for the full year 2017/18 including its Government Bond and cash pooled with Monmouthshire County Council is around £190,000. Therefore, maintaining the distribution level at £200,000 will ensure that the funds raised for charitable purposes in 2016-17 are distributed fully and thereby assisting future grant recipients in need of financial support without a significant depletion in capital assets.
- 3.9 In the financial year 2016/17, the income received from the pooled funds was augmented by a paper net capital gain of £232,417 (£133,445 loss in 2015/16). As indicated in point 3.6, a movement in capital value is expected with these types of investments and not expected to impact the fund in the long term. For this reason, Arlingclose strongly recommend continuing to spread the investments over a number of assets classes, equity, property and bonds to reduce any substantial risk of losses.
- 3.10 A revised Investment and Fund strategy for the Welsh Church Act Fund is contained in Appendix 2.
- The strategies state that the balance of cash not invested directly by the Trust Funds can be managed on a pooled basis by Monmouthshire County Council to maximise investment returns and to minimise exposure to investment losses. This cash balance is required primarily to ensure sufficient cash is available to distribute grants during the financial year and reimburse other authorities within Greater Gwent at the financial year-end.
- 3.11 Following recommendations from Treasury Advisors Arlingclose, The Monmouthshire Farm School Endowment Trust adopted a similar risk and investment strategy to that of the Welsh Church Fund. A report ratifying this new strategy was presented to, and approved by the Monmouthshire Farm School Endowment Trust Board in January 2017. The additional proposed investments are now in place.
- 3.12 In the financial year 2016-17, the Mon Farms Trust received income of £24,816 from its direct investments in funds and £19,701 from the Roger Edwards Educational Trust Fund. These total investment returns were above the grants allocated from the Trust and so increased the funds available for distribution in 2017/18. Unlike Welsh Church Fund a set grant allocation budget isn't proffered in respect of Mon Farms, traditionally this is left to the discretion of S.151 officer but commonly accords closely with investment returns received in previous year so as not to erode the overall fund, which as a guide would amount to circa £25,000 for 2018-19.

3.13 In the financial year 2016/17, the income received from the pooled funds invested in by the Trustees directly was augmented by a paper net capital gain of £5,844. As indicated in point 3.6, a movement in capital value is expected with these types of investments and not expected to impact the fund in the long term. For this reason, Arlingclose strongly recommend continuing to spread the investments over a number of assets classes, equity, property and bonds to reduce the risk of losses. It should be noted however that as the Monmouthshire Farm School Endowment Trust receives income from the Roger Edwards Trust and that this income is achieved by investing in Equity and Property based products, in order to diversify, the additional products selected for direct investment were weighted towards bond based products, with some additional property based products being purchased more recently. The bond based products have performed on a relatively flat basis over the last 12 months, creating a small capital gain. This situation is being actively discussed with Arlingclose to optimize performance over the medium term although diversification is still seen as the best policy.

3.14 Appendix 1 outlines the Annual Investment and Fund Strategy 2018/19.

Grant Allocation of the Welsh Church Fund

3.15 The Monmouthshire Welsh Church Fund was established on 1st April 1996 from the former Gwent Fund and part of the former Mid Glamorgan Fund. The Fund covers the administrative areas of Blaenau Gwent, Caerphilly, Newport, Torfaen and Monmouthshire, with Monmouthshire being designated as the lead Authority.

3.16 Since 1996 trustees have sought to obtain a satisfactory rate of return from the fund's investments thereby enabling grants to beneficiaries after meeting expenses, whilst maintaining the capital value of the fund in real terms.

3.17 The fund balance held by the trust was £5,470,678 at 31st March 2017 (£5,216,589 at 31st March 2016). It is recommended that the grant allocation be maintained at £200,000 in 2018/19 (£200,000 in 2017/18). The forecast for 2017-18 income is slightly done from the £205,979 received in 2016-17 but should still be enough to maintain current budget levels without a long term detrimental effect on capital balances.

3.18 . This will result in the following distribution being recommended:

AUTHORITY	POPULATION (000)**	PERCENTAGE SPLIT	BUDGET*
Blaenau Gwent CBC	68.4	12.2	24,400
Caerphilly CBC	173.1	30.8	61,600
Monmouthshire CC	88.1	15.7	31,400
Newport CBC	141.3	25.2	50,400
Torfaen CBC	90.5	16.1	32,200
TOTAL	561.4	100.0	£200,000

*The above figures do not include any brought forward unspent grant allocations

**Source: 2010 Census ONS

Risk Assessment of the Welsh Church Fund

- 3.19 The financial assistance provided by the Welsh Church Fund supports a very wide range of community activities, including voluntary and sporting organisations. Annually, monies are distributed and the key risk faced by the Welsh Church Fund is loss or reduction in the amount of monies available.
- 3.20 The risk assessment is undertaken to ensure that risks faced by the Trust are identified and mitigated through appropriate and robust controls put in place by the Authority in its position as sole and corporate Trustee. The existing risk assessment policy has been reviewed and is considered to be adequate and sufficiently robust to continue during the 2018/19 financial year. The risk assessment is attached for information at appendix 5.

Risk Assessment of the Monmouthshire Farm School Endowment Trust

- 3.21 The financial assistance provided by the Monmouthshire Farm Endowment Trust supports a very wide range of students, studying at agricultural based colleges in the UK. Applicants must live in the former Gwent area (excluding Newport) and preference is given to those under 25 years old. Annually, monies are distributed and the key risk faced by the Monmouthshire Farm Endowment Trust is loss or reduction in the amount of monies available for distribution.
- 3.22 A risk assessment is undertaken to ensure that risks faced by the Trust are identified and mitigated through appropriate and robust controls put in place by the Authority, in its position as the Trustee with responsibility for financial arrangements. The risk assessment policy is attached for information at Appendix 4.

4. OPTIONS APPRAISAL

Options available are restricted by the nature of the governing documents of the Welsh Church Act Fund and Monmouthshire Farm School Endowment Trust

5. REASONS:

- 5.1 To produce an annual Investment and Fund Strategy in order that the Authority fulfills its responsibilities as corporate and sole trustee in order to comply with the Trustee Act 2000.

5.2 To approve the 2018/19 grant allocation for the Welsh Church Fund, enabling constituent Local Authorities to make qualifying grant allocations under the Welsh Church Fund Trust Scheme.

6. RESOURCE IMPLICATIONS:

6.1 The grant allocation to beneficiaries of the Welsh Church Fund is set in the context of the fund balance being maintained over the long term. It is funded through net income generated through investment returns.

6.2 The appointment of a dedicated treasury advisor to the Welsh Church Fund will be an ongoing annual charge against the Fund. However, in light of the revised treasury strategy which attracts more treasury risk it is deemed prudent and it is anticipated will be more than outweighed by increased investment returns. The fee negotiated is considered to be competitive and further efficiencies are generated from the Authority dealing with one advisor for its treasury advice.

7. EVALUATION CRITERIA

7.1 There are no adverse Future Generation implications arising directly from this report. The Future Generations Evaluations form is attached under appendix 5.

There are no sustainability implications arising directly from this report.

The approval of the Investment and Fund Strategies do not require any specific decisions to be made which could have an adverse impact on any group or individual within the Council. The approval of the Welsh Church Fund budget for 2018-19 is seen to have a neutral impact on the sustainability of the fund going forward.

8. CONSULTEES:

Strategic Leadership Team
Cabinet Members
Head of Legal Services

Results of Consultation

No adverse comments received

9. BACKGROUND PAPERS:

Appendix 1 – Monmouthshire Farm School Endowment Trust – Annual Investment and Fund Strategy 2018/19

Appendix 2 – Monmouthshire Welsh Church Fund – Investment and Fund Strategy 2018/19

Appendix 3 – Monmouthshire Farm School Endowment Trust – Risk Assessment Policy 2018/19

Appendix 4 – Monmouthshire Welsh Church Fund – Risk Assessment Policy 2018/19

Appendix 5 – Future Generations Evaluation Form

Appendix 6 -- Welsh Church Fund Principles, Policy Considerations and Grant Allocation Criteria for 2018-19

10. AUTHOR:

Peter Davies - Head of Resources

11. CONTACT DETAILS:

E-mail: peterdavies@monmouthshire.gov.uk

Telephone: 01633 644294

1. Background

- 1.1 The Trustees shall each year consider for approval an annual Investment Strategy. The Trustees may also request submission of a longer term investment strategy for approval. Any proposed in-year modification to the Investment Strategy must be approved by the Trustees.
- 1.2 This investment strategy has been prepared with the assistance of Arlingclose, the current treasury advisor to both the Monmouthshire Farm Endowment Trust and also Monmouthshire County Council.
- 1.3 The Trustees have agreed to a continued relationship with a Treasury advisor to provide expert advice on the continued suitability of a variety of investment vehicles for inclusion in its portfolio. This will carry a small charge.

2. Interest Rate Forecast

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- Arlingclose's forecast is for the UK Bank Rate to remain flat at .05% with a chance of increasing further by 0.25% in late 2018. Risks remain slightly weighted to the upside.
- With short term interest rates still low, an investment strategy historically would have typically resulted in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk for investments of that duration and also an acceptable return.
- 2.3 The Monmouthshire Farm Endowment Trust, by means of this Investment strategy is permitted to utilise suitable Collective Investment Schemes/Pooled Funds, which enable the Authority to diversify the assets and thereby reduce the underlying risk in the investment portfolio and at the same time providing the potential for enhanced returns.

3. Annual Investment and Fund Strategy

- 3.1 The Trustees shall invest Monmouthshire Farm Endowment Trust monies in accordance with Section 15 of the Scheme made by the County Council of Monmouthshire.
- 3.2 Day to day activities required to implement this shall be delegated to the S151 Officer and the Treasury team of Monmouthshire County Council. This can include a change to investment vehicle providing it still lies within the scope of this Investment strategy and is approved by the current Treasury Management advisors.
- 3.3 In accordance with best practice, the Monmouthshire Farm Endowment Trust must consider the three objectives of security, liquidity and yield in relation to the investment of its funds when making any investment. Maintaining a high level of security of investment ensures the long term income generating capacity of the fund. The liquidity or accessibility of a portion of the investments ensures in the short term expenses of the fund can be met.
- 3.4 The Overall Fund Strategy of the Monmouthshire Farm Endowment Trust Fund is to generate investment returns which after meeting the expenses of managing the Fund, can be distributed to selected beneficiaries. The investment strategy is therefore to maximise returns commensurate with appropriate levels of security and liquidity. Investments in Collective Investment Funds are likely to result in fluctuations in principal. It is acceptable to allow this, if having taken appropriate advice; they are expected to be temporary in nature, in order to improve total returns over a 3-5 year business cycle.
- At 31st March 2017, the Monmouthshire Farm Endowment Trust had £617,796 of investments and £87,969 of cash.
- 3.5 Investments can be taken out by the Fund without specific reference to the Treasury Advisors at the time providing they are sterling denominated investments with a maximum maturity of one year and also meet the “high credit quality” criteria determined by the Trustees and set out in paragraph 3.9 and are not deemed capital expenditure investments under Statute.
- 3.7 Investments which do not meet the strict definition below of high credit quality and which have a longer term Investment horizon can be made but only after consulting with the Monmouthshire Farm Endowment Trust Fund treasury advisors and the Head of Finance (S151 Officer) at Monmouthshire County Council, who represents the Trustees, to ensure the level of risk is in line with the Monmouthshire Farm Endowment Trust Fund’s other current investment options.
- 3.8 The types of investments that are permitted to be used by the Monmouthshire Farm Endowment Trust are as follows:

Table 2: Investments

Investment	
Term deposits or Cash Deposits with banks and building societies	✓
Gilts, Treasury-bills or the UK Debt Management Office	✓
Collective Investment Schemes	✓
Pooled funds with Monmouthshire County Council	✓

3.9 The Trustees and its advisors select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (counterparties):
 - Investments are classed as having high credit quality if the lowest credit rating they have with Fitch, Moody's and Standard & Poors' is A-, A3 and A- or higher.
 - And a country rating of AA+ or equivalent for non-UK sovereigns
- Credit Default Swaps (where quoted)
- Sovereign Support mechanisms
- Economic fundamentals (for example Net Debt as a percentage of GDP) and Economic trends
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Historical performance and expected future trends of Collective Investment Funds
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern. The Monmouthshire Farm Endowment Trust fund will not enter into any investment if it is outside the advice given by its Treasury advisors which is updated monthly, weekly and daily according to the movements in the worldwide backdrop. This includes guidance on the maximum maturity of investments with approved counterparties.

3.10 New Investments made directly by the Monmouthshire Farm Endowment Trust Fund will be restricted in the following ways to ensure diversification and hence reduction of both credit risk and interest rate risk.

- A minimum of £40,000 (at the time of investment) needs to be held in investments which are sufficiently liquid such as cash or other investments less than one year so that grants can still be made if investment returns are low or to allow for the lead time for realising certain investments. The full remaining balance can be invested in Collective Investment funds to maximise returns if this is in line with the requirements of this strategy.
- The maximum amount which can be invested directly by the Monmouthshire Farms Endowment Trust Fund [MFETF] in any one Collective Investment Fund (at the time of investment) is 45% of the total MFETF investment balance.

The amount invested should be spread across different asset classes such as Property, Bonds and Equity to diversify and reduce overall risk. This spread should be viewed collectively with the funds invested by the Roger Edwards Educational Trust [REET] and from which the MFETF benefits (£650,000 purchase price). As the REET Investments are weighted towards Equity it is not possible to achieve an equal split across asset classes but a level of between 20% and 45% for at least three asset classes should be aimed for. Appendix A includes the model portfolio which was used as a basis for the investments which have been undertaken.

- Up to 100% of the total investment balance can be held with Monmouthshire County Council or Instruments issued by the UK Government, if required
- Up to 100% of the total investment balance can be invested as term deposits, CDs or call accounts with banks and building societies. The maximum amount which can be invested with any one financial institution is £100,000 if of high credit quality (approx 15% of the total MFETF investment balance) or £50,000 if approved by the Treasury advisors although not considered high credit quality.
- The maximum duration of term deposits and CDs with banks and building societies shall be in line with the ongoing advice given by the Trust's treasury advisors which varies with world economic factors.

3.11 At the end of each financial year the Trustees shall consider the actual return on investments & the extent to which the investment objectives have been achieved.

3.12 The Trustees shall observe the following constraints in pursuing the investment objectives:

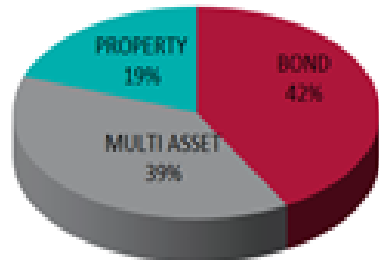
- The restrictions on investments contained within Section 15 of the scheme made by Monmouthshire County Council.
- A proportion of the funds held may be pooled with Monmouthshire County Council's overall investment portfolio, which is invested in line with the Authority's Treasury Management Strategy. Interest earned by the Authority and any investment losses incurred by the Authority will be apportioned proportionally between the Local Authority and Monmouthshire Farm Endowment Trust in line with the total investments held by each party.

NB: Any investments which move outside of the above criteria with time will be reinvested within the above criteria on maturity.

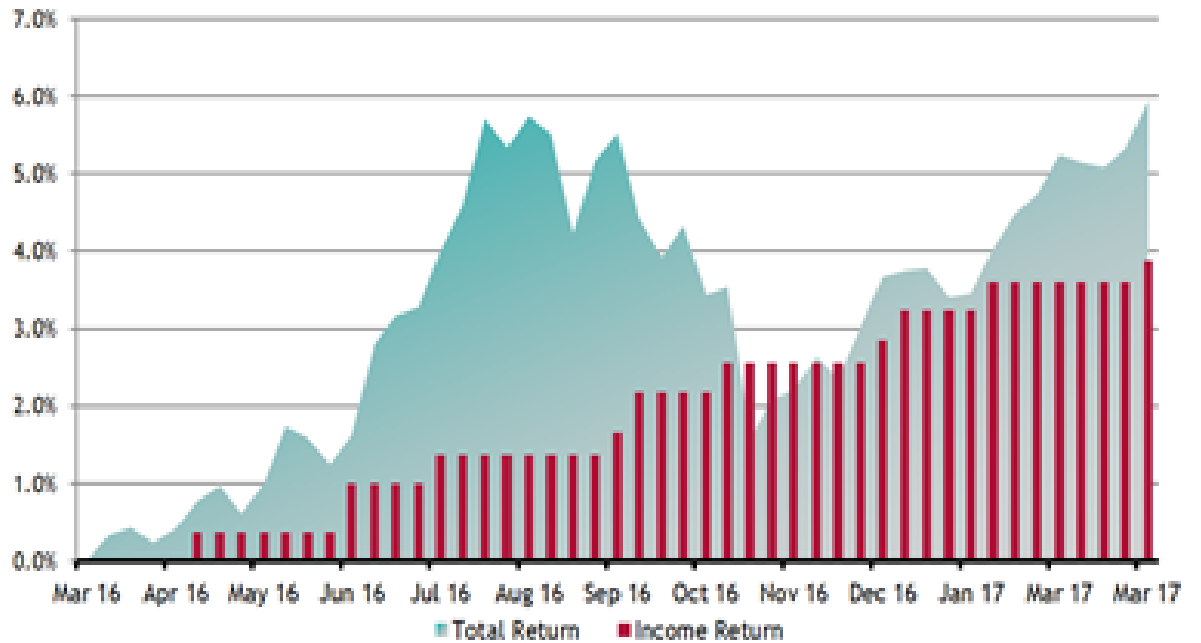
- 3.13 There are currently no ethical constraints on investment of funds and this matter will be reviewed if there are any changes in charity law or other requirements.
- 3.14 There is now more than 12 months' history to Monmouthshire Farms Trust's pooled fund holding. In capital terms, it should be remembered that the emphasis of the investment in the selected funds is based on a long-term strategy of a five-year rolling basis
- 3.15 The values and performance of the investments reported in the latest available Arlingclose report are as follows;

FUND NAME	ASSET CLASS	No of Units Held in Period	Current Value £	Capital Growth £	Dividends Earned £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility
CCLA - COIF PROPERTY FUND	PROPERTY	86,044	95,844	-2,762	5,507	1.0	-2.80%	5.58%	2.78%	4.4%
M&G CHARIBOND FUND	BOND	158,802	205,760	5,955	7,305	1.0	2.98%	3.66%	6.64%	6.8%
UBS MULTI ASSET INCOME FUND	MULTI ASSET	377,858	190,780	4,761	8,048	1.0	2.56%	4.33%	6.89%	3.6%
GRAND TOTAL			492,384	7,954	20,860	1.0	1.64%	4.31%	5.95%	3.9%
Annualised Returns:							1.64%	4.31%	5.95%	

Asset Class Allocation



Cumulative Return on External Funds



Please note the data above reflects the performance of the funds since inception as the funds were purchased on 26th January 2015.

4. Training

- 4.1 The Head of Finance (S151 Officer) will ensure all staff are suitable trained to assist with this process and will organise awareness training to Trustees, Cabinet and Audit Committee where appropriate.

5. Investment Consultants/ Treasury Advisors

- 5.1 The Monmouthshire Farm Endowment Trustees use Arlingclose as their Treasury Management Consultants to provide information, advice and training relating to investments. Information relating to investments is provided from publicly available data and is summarised in order to assist with decision making within the Authority. The information and advice covers the level of risk of investment and the variety of options available.

The Investment & Fund Strategy for the Welsh Church Act Fund 2018/19

1. Background

- 1.2 The Cabinet shall each year consider for approval an annual Investment Strategy. The Cabinet may also request submission of a longer term investment strategy for approval. Any proposed in-year modification to the Investment Strategy must be approved by the Cabinet.
- 1.2 The Welsh Church Fund Funds strategy shall be considered in conjunction with any review of the Investment Strategy.
- 1.3 Local Authorities are required by the Welsh Government's Investment Guidance to produce an Annual Investment Strategy. The Trustees of the Welsh Church Fund have elected to use this Guidance where practicable and relevant. The guidance emphasises an appropriate approach to risk management, particularly in relation to the security and liquidity of invested funds.
- 1.4 This investment strategy has been prepared with the assistance of Arlingclose, the current treasury advisor to both the Welsh Church Fund and also Monmouthshire County Council (the sole Trustee of the Welsh Church Fund).

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Interest Rate Forecast

Arlingclose's forecast is for the UK Bank Rate to remain flat at .05% with a chance of increasing further by 0.25% in late 2018. Risks remain slightly weighted to the upside.

- 2.2 The economic and interest rate forecast is provided by Monmouthshire County Council's current treasury management advisor. The Authority, in its position as trustee, will reappraise its strategies from time to time in response to evolving economic, political and financial events.
- 2.3 With short term interest rates still low, an investment strategy historically would have typically resulted in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk for investments of that duration.
- 2.4 The Welsh Church Fund is permitted to utilise suitable Collective Investment Schemes/Pooled Funds, which enable the Authority to diversify the assets and underlying risk in the investment portfolio and at the same time providing the potential for enhanced returns.

3. Annual Investment and Fund Strategy

3.1 The Cabinet shall invest Welsh Church Fund monies in accordance with Section 15 of the Scheme made by the County Council of Monmouthshire under Section 19 of the Welsh Church Act 1914.

3.2 In accordance with best practice, the Welsh Church fund must consider the three objectives of security, liquidity and yield in relation to the investment of its funds when making any investment. Maintaining a high level of security of investment ensures the long term income generating capacity of the fund. The liquidity or accessibility of a portion of the investments ensures in the short term expenses of the fund can be met.

3.3 The Overall Fund Strategy of the Welsh Church Trust Fund is to generate investment returns which after meeting the expenses of managing the Fund, can be distributed to selected beneficiaries. The investment strategy is therefore to maximise returns commensurate with appropriate levels of security and liquidity. Investments in Collective Investment Funds are likely to result in fluctuations in principal. It is acceptable to allow this, if having taken appropriate advice; they are expected to be temporary in nature, in order to improve total returns over a 3-5 year business cycle.

At 31st March 2017, the Welsh Church Fund had £4.84m of investments (market value) and £212,271 of cash.

Investments can be taken out by the Fund without specific reference to the Treasury Advisors at the time providing they are sterling denominated investments with a maximum maturity of one year and also meet the “high credit quality” criteria determined by the Trustee and set out in paragraph 3.8 and are not deemed capital expenditure investments under Statute.

3.6 Investments which do not meet the strict definition below of high credit quality and which have a longer term Investment horizon can be made but only after consulting with the Fund’s treasury advisors and the Head of Finance (S151 Officer) at Monmouthshire County Council, who represents the Trustees, to ensure the level of risk is in line with the Welsh church Fund’s other current investment options.

3.7 The types of investments that are permitted to be used by the WCF are as follows:

Table 2: Investments

Investment	Specified
Call accounts, term deposits or Cash Deposits with banks and building societies	✓
Gilts, Treasury-bills or the UK Debt Management Office	✓
Collective Investment Schemes	✓

*

3.8 The Trustees and its advisors select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (counterparties):
 - Investments are classed as having high credit quality if the lowest credit rating they have with Fitch, Moody's and Standard & Poors' is A-, A3 and A- or higher.
 - And a country rating of AA+ or equivalent for non-UK sovereigns
- Credit Default Swaps (where quoted)
- Sovereign Support mechanisms
- Economic fundamentals (for example Net Debt as a percentage of GDP) and economic trends
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Historical performance and expected future trends of Collective Investment Funds
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern. The Welsh Church fund will not enter into any investment if it is outside the advice given by its Treasury advisors which is updated monthly, weekly and daily according to the movements in the worldwide backdrop. This includes guidance on the maximum maturity of investments with approved counterparties.

3.9 New Investments made directly by the Welsh Church Fund will be restricted in the following ways to ensure diversification and hence reduction of both credit risk and interest rate risk.

- A minimum of £350,000 needs to be held in investments which are sufficiently liquid such as cash or other investments less than one year so that grants can still be made if investment returns are low or to allow for the lead time for realising certain investments. The full balance can be invested in Collective Investment funds to maximise returns if this is in line with the requirements of this strategy.
- The maximum amount which can be invested in any one Collective Investment Fund (at the time of investment) is 20% of the total investment balance. The amount invested should be spread across different asset classes such as Property, Bonds and Equity.

- Up to 100% of the total investment balance can be held with Monmouthshire County Council.
 - Up to 100% of the total investment balance can be invested as term deposits or call accounts with banks and building societies. The maximum amount which can be invested with any one financial institution counterparty is 10% of the total investment balance.
 - The maximum duration of term deposits with banks and building societies shall be in line with the advice given by the Trust's treasury advisors which varies with world economic factors.
- 3.11 At the end of each financial year, Audit Committee consider the actual return on investments & the extent to which the investment objectives have been achieved.
- 3.12 The Cabinet shall observe the following constraints in pursuing the investment objectives:
- The restrictions on investments contained within Section 15 of the scheme made by Monmouthshire County Council under section 19 of the Welsh Church Act 1914.
 - A proportion of the funds held may be pooled with Monmouthshire County Council's overall investment portfolio, which is invested in line with the Authority's Treasury Management Strategy. Interest earned by the Authority and any investment losses incurred by the Authority will be apportioned proportionally between the Local Authority and Monmouthshire Welsh Church Act Fund in line with the total investments held by each party.
- NB: Any investments which move outside of the above criteria with time will be reinvested with the above criteria on maturity.*
- 3.13 There are currently no ethical constraints on investment of funds and this matter will be reviewed if there are any changes in charity law or other requirements.
- 3.14 Performances of the externally managed pooled funds of the Welsh Church Fund for the 12 months to March 2017 are set out below. These investment funds are to be reviewed in 2018 in ensure that they are fulfilling the criteria of income generation and capital sustainability.
- 3.15 The dividend income earned from this portfolio, shown by the maroon bars, was £199,327 for the 12 months till March 2017.

EXTERNAL FUND PORTFOLIO

MONMOUTHSHIRE WELSH CHURCH FUND

From: 31/03/2016

To: 31/03/2017

FUND NAME	ASSET CLASS	No of Units Held In Period	Current Value £	Capital Growth £	Dividends Earned £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility
CCLA - COIF INVESTMENT FUND	MULTI ASSET	67,524	938,182	123,569	31,784	1.0	15.17%	3.90%	19.07%	8.5%
CCLA - COIF PROPERTY FUND	PROPERTY	889,400	990,703	-28,550	56,922	1.0	-2.80%	5.58%	2.78%	4.4%
M&G CHARIBOND FUND	BOND	558,982	724,273	20,962	25,713	1.0	2.98%	3.66%	6.64%	6.8%
M&G CHARIFUND	EQUITY - UK	34,796	542,528	50,124	24,792	1.0	10.18%	5.03%	15.21%	10.5%
SCHRODER INCOME MAXIMISER FUND	EQUITY - UK	981,740	451,011	44,669	30,136	1.0	10.99%	7.42%	18.41%	13.2%
UBS MULTI ASSET INCOME FUND	MULTI ASSET	1,407,494	710,644	17,734	29,980	1.0	2.56%	4.33%	6.89%	3.6%
GRAND TOTAL			4,357,341	228,509	199,327	1.0	5.53%	4.83%	10.36%	4.2%
Annualised Returns:							5.53%	4.83%	10.37%	

Asset Class Allocation



Cumulative Return on External Funds



4. The Welsh Church Fund's Bank Account

4.1 The Welsh Church Fund holds cash with Barclays Bank. At the current time, it meets the minimum credit criteria.

5. Training

5.1 The Authority, acting as Trustee to the Welsh Church Fund, will ensure that suitable awareness training is provided to members of the Audit Committee and Cabinet to enable them to discharge their scrutiny function together with such wider training as may be required from time to time.

6. Investment Consultants/ Treasury Advisors

6.1 The Welsh Church Fund use Arlingclose as their Treasury Management Consultants to provide information, advice and training relating to investments. Information relating to investments is provided from publicly available data and is summarised in order to assist with decision making within the Authority. The information and advice covers the level of risk of investment and the variety of options available.

Monmouthshire Farm Endowment Trust – Risk Assessment Policy 2018/19

The financial assistance provided by the Monmouthshire Farm Endowment Trust is to support the advancement of education in agriculture and related subjects at college. Annually, monies are distributed and the key risk faced by the Monmouthshire Farm Endowment Trust is loss or reduction in the amount of monies available.

An assessment of the risks faced by the Monmouthshire Farm Endowment Trust has been undertaken and steps taken to:

- avoid risks through alternative strategies
- limit and reduce risks by improving controls
- insure against specified risks

On an annual basis the risk assessment will be reviewed and updated to include any new risks identified.

The risks identified have been encompassed within 4 categories:

- Page 165
- governance & management
 - operational risks
 - financial risks
 - compliance risk

Monmouthshire County Council as custodian and administrator of the Monmouthshire Farm Endowment Trust manage the fund on the Trustees behalf through the Cabinet and make all risk and investment decisions in a unified risk policy as advised by the Authority's investment and risk advisors.

The following paragraphs list the risks identified & the steps taken to mitigate or eliminate the risk.

1. Governance & Management

(a) The fund lacks direction?

The activities of the Fund are governed by the guidance in Section 4 of the Charity Act 2000.

The Cabinet has a clear purpose to maximise the return on its investments and this is contained within the investment policy.

(b) There are conflicts of interest?

Cabinet members are elected in accordance with the electoral cycle and are required to conduct themselves in-line with the Authority's Code of Conduct.

Members are required to declare any interests related to the activities of the Trust and may not vote on these decisions. These matters are recorded in the official minutes.

Members allowance and expense payments are not charged to the Monmouthshire Farm Endowment Fund.

(c) Funds are used inappropriately?

The purpose for which funds can be used is contained within the objectives of the trust.

(d) Key staff, leave the Council's employment?

The actions of Officers of the Council are determined by Delegated Powers.

A number of senior Council staff support and advise the Trustees on legal & financial matters.

(e) Inadequate information is provided to the Trustees?

Annually, the Trustees consider the level of reserves and anticipated investment income before determining the level of grants to be made available.

Variances between the anticipated & actual investment income will be reflected in the following year's grants.

2. Operational Risks

(a) Unsuitable staff support and advise Cabinet?

Monmouthshire County Council has a comprehensive recruitment process which is supported by a wide range of personnel policies.

The training & development needs of officers are identified through the Employee Review process.

A number of senior Council staff support and advise Cabinet on financial and legal matters.

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(b) Systems & procedures are not secure?

Systems & procedures are documented & document retention policies are in place. IT systems have data back-up arrangements & disaster recovery plans. Periodic audits identify internal control improvement requirements. Insurance provides a means to recover from specified losses.

(c) Stakeholders are not satisfied with the operation of the Fund?

The Scheme made by the Trustees provides for the advancement of education in agriculture and related subjects at college.

The Trustees consider annual reports on the financial performance of the Trust.

The Trustees consider annually the level of funding available for grants.

(d) The assets of the Fund are at risk?

In accordance with the investment policy a number of constraints are placed upon the way in which monies are used.

Risk minimization strategy has been adopted which limits the investment of funds to individual institutions meeting specified criteria.

(e) Unsatisfactory returns on investment are achieved?

The reserves policy requires monies be invested in financial instruments which produce interest payments and there is no appreciation in the capital value of the investment.

The overall aim is to obtain a satisfactory rate of return enabling Trustees to distribute an amount based on the forecast return on investments during the current year, after meeting the expenses incurred in managing the fund.

Annually, the Trustees consider the actual return on investments and the extent to which the investment objectives have been achieved.

3. Financial Risks

(a) Budgetary control is inadequate?

Annually, the Trustees consider the level of reserves and anticipated investment income before determining the level of grants to be made.

Variance between the anticipated and actual investment income will be reflected in the following year's grants.

(b) Financial administration is unsatisfactory?

Monmouthshire County Council personnel policies and procedures ensure Officers are appropriately qualified for the roles undertaken.

Internal control arrangements ensure there is division of duties amongst Officers. Periodic audits review the internal control arrangements.

(c) Financial losses arise due to speculative investment?

The investment policy prescribes a risk minimisation approach which can limit the investment of funds to institutions meeting specified criteria.

(d) Financial losses arise from fraud or error?

The internal control arrangements are based upon segregation of duties. Periodic audits review the internal control arrangements. Insurance provides a means to recover from specified losses.

4 Compliance Risk

(a) Failure to comply with legislation / regulations?

The activities of the Fund are specified within objects of the Trust. The nature and format of financial reporting is specified by the Charity Commission and an external audit of the accounts is mandatory. A number of senior Council staff support and advise Cabinet on legal and financial matters.

Welsh Church Fund – Risk Assessment Policy 2018/19

The financial assistance provided by the Welsh Church Fund supports a very wide range of community activities, including voluntary and sporting organisations. Annually, monies are distributed and the key risk faced by the Welsh Church Fund is a loss or reduction in the amount of monies available.

An assessment of the risks faced by the Welsh Church Fund has been undertaken and steps taken to:

- avoid risks through alternative strategies
- transfer risks to others
- limit and reduce risks by improving controls
- insure against specified risks

On an annual basis the risk assessment will be reviewed and updated to include any new risks identified.

The risks identified have been encompassed within 4 categories:

- Page 169
- governance & management
 - operational risks
 - financial risks
 - compliance risk

The following paragraphs list the risks identified & the steps taken to mitigate or eliminate the risk.

1. Governance & Management

(a) The fund lacks direction?

The activities of the Fund are specified by the Scheme made by the County Council of Monmouthshire under section 19 of the Welsh Church Act 1914.

The Cabinet has a clear purpose to maximise the return on its investments and this is contained within the investment policy.

The Cabinet is accountable to the Councils within the Greater Gwent area.

(b) There are conflicts of interest?

Members of the Cabinet are elected every 4 years and are required to conduct themselves in-line with the Code of Conduct.

Members are required to declare any interests related to the activities of the Cabinet and may not vote. These matters are recorded.

Members allowance and expense payments are not charged to the Welsh Church Fund.

(c) Funds are used inappropriately?

The Charitable purposes for which funds can be used is contained within the Scheme made by Monmouthshire County Council, which is also implemented by the other constituent authorities within the Monmouthshire Welsh Church Fund Scheme. The Trust is currently putting in place set criteria to assist constituent authorities in making grant distributions and to ensure that there is transparency in decision making and due process. The Trust will look to agree with constituent authorities in future that grant distributions have been made in accordance with the scheme in place and the set criteria being developed.

The investment and fund strategy prescribes a risk minimisation approach, with funds only placed with institutions meeting specified criteria.

(d) Key staff leaving the Council's employment?

The actions of Officers of the Council are determined by Delegated Powers.

A number of senior Council staff support and advise the Cabinet on legal & financial matters.

(e) Inadequate information is provided to the Cabinet?

Annually, the Cabinet considers the level of reserves and anticipated investment income before determining the level of grants to be made available to the constituent Councils.

Variances between the anticipated & actual investment income will be reflected in the following year's grants to the constituent Councils.

2. Operational Risks

(a) Unsuitable staff support and advise the Cabinet?

Monmouthshire County Council has a comprehensive recruitment process which is supported by a wide range of personnel policies.

The training & development needs of officers are identified through the Employee Review process.

A number of senior Council staff support and advise the Cabinet on financial and legal matters.

(b) Systems & procedures are not secure?

Systems & procedures are documented & document retention policies are in place. IT systems have data back up arrangements & disaster recovery plans. Periodic audits identify internal control improvement requirements. Insurance provides a means to recover from specified losses.

(c) Stakeholders are not satisfied with the operation of the Fund?

The Scheme made by the County Council of Monmouthshire provides for financial assistance to be made available for a wide range of community activities.

The Authority's Audit Committee considers annual reports on the financial performance of the Fund.

The Constituent Councils also consider annually the level of funding available for community activities.

(d) The assets of the Fund are at risk?

In accordance with the investment policy a number of constraints are placed upon the way in which monies are used. A risk minimisation strategy has been adopted which limits the investment of funds to individual institutions meeting specified criteria.

The proposed Investment and Fund Strategy for 2018/19 for the Welsh Church Fund includes scope for investment in pooled investment funds (Collective investment funds).

(e) Unsatisfactory returns on investment are achieved?

The fund strategy requires monies be invested in financial instruments which produce interest payments and where there is no long-term depreciation in the capital value of the investment.

The proposed Investment and Fund Strategy for 2018/19 allows for the increased use of pooled investment funds. This does increase the risk that the principal amounts held can go down as well as up in value. This is suited to the Welsh Church Fund as the Trust can tolerate these movements over a business cycle. The movements are expected to be neutral over a business cycle and the earning power of these investments is not largely affected by the market value.

The overall aim is to obtain a satisfactory rate of return enabling the Cabinet to distribute an amount based on the actual return on investments achieved during the preceding twelve month period plus any accumulated capital receipts, after meeting the expenses incurred in managing the fund.

Annually, the Cabinet considers the actual return on investments and the extent to which the investment objectives have been achieved. Benchmark information is available from the Authority's Treasury Management Advisors for jointly invested funds with the Council.

3. Financial Risks

(a) Budgetary control is inadequate?

Annually, the Cabinet considers the level of reserves and anticipated investment income before determining the level of grants to be made available to the constituent Councils.

Variance between the anticipated and actual investment income will be reflected in the following year's grants to the constituent Councils.

(b) Financial administration is unsatisfactory?

Monmouthshire County Council personnel policies and procedures ensure officers are appropriately qualified for the roles undertaken.

Internal control arrangements ensure there is division of duties amongst officers.

Periodic audits review the internal control arrangements.

(c) Financial losses arise due to speculative investment?

The investment policy prescribes a risk minimisation approach which can limit the investment of funds to institutions meeting specified criteria.

(d) Financial losses arise from fraud or error?

The internal control arrangements are based upon segregation of duties.

Periodic audits review the internal control arrangements.

Insurance provides a means to recover from specified losses

4. Compliance Risk

(a) Failure to comply with legislation / regulations?

The activities of the Fund are specified within the Scheme made by the County Council of Monmouthshire.

The nature and format of financial reporting is specified by the Charity Commission and an external audit of the accounts is mandatory.

A number of senior Council staff support and advise the Cabinet on legal and financial matters.

Ensure that the Welsh Church Fund is administered in line with section 3(8) of the Charities Act 1993.

Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Peter Davies Phone no: 01633 644294 E-mail: peterdavies@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To assess the 2018-19 Budget, Investment & Risk Management Strategies of the Welsh Church Fund and Mon Farm Education Trust
Name of Service Finance	Date Future Generations Evaluation form completed 07th March 2018



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




Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Grants are awarded to help with infrastructure projects on cultural and community assets that help sustain jobs in the community for skilled tradesmen and stimulate educational well being	No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Environmental schemes can benefit from funding awards to assist in drainage, water course management and flood alleviation works	No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales</p> <p>People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Grants assist in providing facilities for groups / individuals that help residents participate in sporting / recreational clubs that have a positive mental impact both physically and in the environment that the clubs operate within.</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A Wales of cohesive communities</p> <p>Communities are attractive, viable, safe and well connected</p>	<p>Community groups and individuals can apply for funding for projects that enhance their local community facilities and environment</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A globally responsible Wales</p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Restrictions are imposed in regard to the nature and purpose that grants can be made to ensure that funding enhances or doesn't have any negative impact upon activities carried out in Monmouthshire that affect the global environment</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A Wales of vibrant culture and thriving Welsh language</p> <p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Assists applicant organisations / individuals to promote recreational participation and organization of sports clubs and associations. Applicants can use the funds provided to enhance the heritage and culture of Monmouthshire through community projects and groups</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A more equal Wales</p> <p>People can fulfil their potential no matter what their background or circumstances</p>	<p>Grants are generally only given to organisations / individuals can prove a basis of need due to their own personal circumstances or collective need for improvement to cultural or environmental infrastructure or help further community participation</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
<p>Page 176</p>  <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Schemes of a capital nature tend to draw more substantial awards which will ensure longevity of assets and project outcomes. The application process also ensures that those applicants that demonstrate a need for short term financing also have due consideration when funding is allocated</p>	<p>The trusts award allocation principles are reviewed and if required amended annually to ensure funding is matched to those that require support.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Trusts assist applicants in achieving their objectives by providing part or full funding for implementation of their project goals.</p>	<p>Not Applicable to the Trusts</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Involvement views</p> <p>Involving those with an interest and seeking their views</p>	<p>The Committee seek to ensure that those directly involved with the applicants and decision makers are informed of all the necessary information to make informed beneficial decisions</p>	<p>The Trust report is distributed to interested parties for consultation and amendment before final confirmation at Cabinet</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Funding is provided for preventative as well as remedial schemes in regard to infrastructure and community assets and supporting community groups with social and cultural activities</p>	<p>The trusts have developed investment strategy policies in order to facilitate greater income returns in order to distribute to qualifying applicants</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Positive impacts are made on all successful applicants to the Trusts as funding is provided for economic, cultural, environmental and educational needs as demonstrated by the applicants on their application forms</p>	<p>The trusts award allocation principles are reviewed and if required amended annually to ensure funding is matched to those that require support.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Positive impact as most community groups who apply support the elderly. Also, educational grants awarded to young people applying to the Trusts	None identified	
Disability	Positive impact as grants awarded to groups and individuals that either support the disabled or have a disability	None identified	
Gender Reassignment		No restrictions on applicants	
Marriage or civil partnership		No restrictions on applicants	
Race		No restrictions on applicants	
Religion or Belief	Positive impact as Religious organisations are supported	None identified	
Sex		No restrictions on applicants	
Sexual Orientation		No restrictions on applicants	
Welsh Language		No restrictions on applicants	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Grants are awarded to organisations that assist children in need either through their health or social deprivation. Awards are also made to community children's groups that assist in their integration in social patterns	No negative impact	
Corporate Parenting	Not applicable to the Trust		

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

The Arlingclose Ltd Monmouthshire County Council Investment Strategy Review 2017;
 The Arlingclose Ltd Monmouthshire Mon Farm Education Investment Strategy Review 2017;
 The ONS Survey 2010 and
 The Welsh Church Act Fund Audited Accounts 2016-17.

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

The proposals that support the distribution of charitable grants from the trusts are positive in that they support individuals, community and environmental groups in their pursuit of enhancing the culture, environment and personal wellbeing of people covered by their demographic remits. The application of the Investment and Risk Strategies are designed to provide the maximum amount of investment returns to provide funds to support those applicants to the fund without substantially diminishing the Capital value of the Trust Funds.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
N/A			

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

The impacts of this proposal will be evaluated on:	The application of the Trust fund policies are reported in the financial statements of those trusts at each financial year-end.
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WELSH CHURCH FUND PRINCIPLES, POLICY CONSIDERATIONS AND GRANT ALLOCATION CRITERIA – 2018-19 FUNDING YEAR

Basic Principles of the Welsh Church Fund Trust

The basic principle is that the charity needs to be independent of the local authority. This means that decisions about the administration of the charity need to be taken solely in the interests of the charity to further its charitable purposes, and for no other purpose.

There are also a number of duties the trustee must consider when making this type of decision. If these duties are met, then the trustee can be confident that the decision about how to apply the charity's income is reasonable and defensible. Therefore, again, the trustee must act only in the charity's best interest and meet the duties to:

1. Act within the powers conferred upon them and the established rules and procedures for dealing with issues of the kind under consideration.
2. Adequately inform themselves in order to make the decision in question, where necessary making further enquiries and where appropriate considering legal or other professional advice.
3. Consider any factors which they should take into account.
4. Not take into consideration any factors which are not relevant.
5. Act in good faith (and this includes managing conflicts of interest).
6. Make a decision within the range of decisions which a reasonable body of trustees could have made.

The decision and the reasoning must also be clearly recorded in the charity's minutes.

Policy Considerations for Charity Trustee

1. Make sure the trustee is clear about the objects of the charity as set out in its governing document as these dictate how any such asset may be used, in accordance with charity law.

- 2. Make sure that the Welsh Church Fund's assets, for which the council is the trustee, are managed independently in accordance with their charitable purpose and any restrictions in the governing document.**
- 3. Recognise that the charity trustees have a duty to be prudent and to act solely in the best interests of the charity.**
- 4. Ensure that there are in place clear procedural guidelines for the officers and Councillors' about their roles, responsibilities and decision making in the administration of the charitable fund.**
- 5. Ensure we have a clear process for identifying and managing any conflicts of interest that arise where the local authority is the trustee of a charity.**

Allocation Criteria for the Welsh Church Fund Working Group

Groups and individuals that benefit from grant allocations

Churches and Religious Groups tend to be given higher awards as it is the Welsh Church Fund.

Church Parish's

Community Groups and Charities

Sports and Recreation Clubs

Environmental Groups

Individuals that have an identified and proven need of financial assistance

Other deemed charitable causes by the Working Group Committee

Allocation Policy and Principles

Awards are only given on the existence of a proven financial need as identified by a sponsoring Councillor in the first instance and the Welsh Church Fund Working Group Committee in the main instance.

Existing policy of no allocations to Community or Town Councils

Existing policy of no allocations to Private Business's or other Public Bodies

Policy of not supporting day to day running expenses except in exceptional circumstances as clubs / organisations should be self supporting and not rely on WCF money for their continued existence.

Existing policy of only Churches are allowed to re-apply every year to be maintained, though, these applications will only be considered for applications of a different and distinct purpose.

Existing policy of restricted or no allocations for day trips or trips that will not benefit the County by an individual's subsequent personal actions

The trust currently has a policy of dropping an application if deferred for further information at the first meeting, if then subsequently that information is not received by the next meeting date. This policy will continue. Emphasis on sponsoring Councillor to ensure sufficient evidence is presented along with application.

Any assistance to schools or educational establishments that come under the general umbrella of MCC will ONLY be assessed in light of the merit and purpose of the application and in consideration and conjunction with any future Children and Young People's policy in relation to School Welfare and Support groups

Confirm the Policy that the trust will only pay future awards by BACS payments in line with current MCC payment guidelines and to save the Trust from excessive and unnecessary administrative charges.

Confirm the Policy that applications will only be accepted on the current application form as currently posted on the MCC Website (The Welsh Church Fund: Monmouthshire County Council) as this contain all the currently required information.

Confirm the Policy that the Councillor signing the application ensures that the application qualifies for funding under the Charitable Purposes of the Trust as posted on the MCC website.

Confirm the Policy that when a Councillor signs an application to the Welsh Church Fund that they are fully aware of the purpose to the application and ensure that they have seen any supporting evidence or documentation required to support the application (i.e. Accounts, Bank Statements, letters of representation etc) and ensure that it is submitted with the application in order that the Working Group Committee can make an informed and timely decision at the first meeting.

Confirm the Principle of restricted awards or no grant allocations to organisations that receive direct financial support from MCC or any other Local Authority for Administrative expenses.

Support the principle that applicants should show effort and willing in raising funds themselves as well as expecting grant aid from the Welsh Church Fund.

Principle that there is a defined financial pot that has to be shared equally between deserving applicants and throughout the financial year. Any remaining funds at the financial year end will be carried forward to the next financial year.

Continuation of the policy that the budget for the next financial year is recommended by the Section 151 Officer of Monmouthshire County Council as they are in the best possible position to assess future financial performance and financial assets available for distribution in light of the Charity's policy to maintain the level of investments at a level that provides sufficient annual income to fund the Charity's charitable expenditure.

For the financial year 2017/18 that there is no maximum grant award imposed on all non individual applications and that a maximum award of £500 is imposed upon applicants by individual applicants. This limit will be reviewed annually once a decision has been made on the grant distribution for the next financial year by the Trustee.

The Working Group Committee has the right to set a Policy / Principle that is binding at any Committee meeting in the future if it is regarded to be in the best interest of the Trust even if a precedent may have been set by a past decision.

The Working Group Committee will set out the Principles and Policies for each financial year at the last meeting of the previous financial year.

No appeal procedure will be allowed against grant application decisions made by the Working Group Committee. If a sponsoring Councillor would like to resubmit an application for review on a decision that has been made by the Working Group Committee, then new material evidence that was not available at the previous meeting must be presented.

A conflicts of interest procedure has been ratified. Councilor's that are associated with any application are asked too:

- a) declare their interest,
- b) may remain in the room and remain silent
- c) be allowed to present the case or relevant points if requested by the chair for clarification purposes only
- d) be part of any application re-consideration process only at the request of the chair for clarification purposes

The Working Group Committee has the overall right to dismiss any application they feel is inappropriate for funding even though it may qualify under the Charitable Purposes to which the fund maybe applied, as they feel it would not be in the best interests of the Charity.