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County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 3 July 2019

Notice of meeting

Strong Communities Select Committee

Thursday, 11th July, 2019 at 10.00 am
The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA

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

AGENDA

Item No	Item	Pages
PART A – SCRUTINY AND CRIME DISORDER MATTERS		
No matters to discuss		
PART B – STRONG COMMUNITIES SELECT COMMITTEE		
1.	Apologies for absence.	
2.	Declarations of Interest.	
3.	Public Open Forum.	
4.	Pre-decision scrutiny of the Modern Day Slavery Protocol (following a previous scrutiny policy development workshop).	1 - 30
5.	Discussion paper on hydrogen powered vehicles, to seek members' views and consider associated implications (report to follow).	
6.	Quarterly scrutiny of the budget monitoring report - Revenue and Capital Monitoring 2018/19 Outturn Statement.	31 - 70
7.	Scrutiny of the draft strategy to provide apprenticeship, graduate jobs and internship opportunities, following scrutiny in June 2019.	71 - 124
8.	To confirm the following minutes:	
8.1.	Special Meeting - Strong Communities Select Committee dated 21st May 2019.	125 - 132

8.2.	Strong Communities Select Committee dated 6th June 2019.	133 - 140
8.3.	Special Meeting - Strong Communities Select Committee dated 1st July 2019.	141 - 142
9.	List of actions arising from the previous meetings.	143 - 146
10.	Strong Communities Select Committee forward work programme.	147 - 148
11.	Cabinet & Council Business forward work programme.	149 - 184
12.	Date and time of next meeting. Thursday 26 th September 2019 at 10.00am.	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Clarke
L. Dymock
D. Dovey
A. Easson
L. Guppy
R. Harris
V. Smith
J. Treharne
A. Webb

Public Information

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Watch this meeting online

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Welsh Language

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

Aims and Values of Monmouthshire County Council

Our purpose

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.

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

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

Questions for the Meeting

Scrutinising Performance

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

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?
6. Does this policy align to our corporate objectives, as defined in our corporate plan?
7. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are *the procedures that need to be in place to protect children*?
8. How much will this cost to implement and what funding source has been identified?
9. How will performance of the policy be measured and the impact evaluated.

Questions for the Committee to conclude...

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

- (i) Investigate the issue in more detail?
- (ii) Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies...
- (iii) Agree further actions to be undertaken within a timescale/future monitoring report...

General Questions....

Empowering Communities

- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?

Service Demands

- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

Financial Planning

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

Making savings and generating income

- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income? Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

SUBJECT: MODERN DAY SLAVERY AND EXPLOITATION PROTOCOL

MEETING: Strong Communities Select Committee

DATE: 11th July 2019

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To undertake pre-decision scrutiny of the draft Modern Day Slavery and Exploitation Protocol.

2. RECOMMENDATIONS:

- 2.1 To consider and comment on the draft Modern Day Slavery and Exploitation Protocol, as attached in Appendix One.
- 2.2 After any Member comments are incorporated, the protocol goes for Individual Cabinet Member decision for adoption.

3. KEY ISSUES:

- 3.1 County Councillors, both of this Committee and others, attended a policy development workshop on 18th April on Modern Day Slavery (MDS) and Exploitation. This provided an opportunity to discuss the Council's response to what is becoming an increasing problem.
- 3.2 Modern slavery encompasses forced labour, human trafficking, domestic servitude and sexual exploitation. It impacts on both children and adults, for example, children can be sexually exploited, involved in organised theft and drug dealing.
- 3.3 The Modern Day Slavery Act 2015 has consolidated and strengthened previous legislation. This Authority is a 'First Responder' under the Act, which means there is a duty to identify and refer modern slavery victims through the National Referral Mechanism, (NRM). The NRM is a framework for identifying victims of modern day slavery and ensuring they receive the appropriate support.
- 3.4 Various Officers of the Council may witness, or have suspicions, of modern day slavery practice, so it is crucial they know what to do in such circumstances. Officers could see exploitation in a number of settings, including the Authority's role in housing, environmental health, trading standards, licensing and Children and Adult Social Care Safeguarding teams. Councillors may also be notified of concerns, for example regarding

local businesses or properties in their areas. The proposed Protocol will provide clarity on what to do in specific circumstances.

- 3.5 Process maps are provided as part of the Protocol, providing guidance on what to do and who to contact when suspicions are raised by Officers or Members.
- 3.6 The Protocol identifies existing Designated Safeguarding Leads as MDS Champions, and outlines the level of training required. Basic awareness will be available via a corporate video which is currently being developed with our Training Unit. Welsh Government have specifically requested Councils identify MDS Champions and provide appropriate training across the organisation.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION, (includes social justice, safeguarding and corporate parenting):

- 4.1 The completed 'Equalities & Future Generations Evaluation' form is provided as Appendix Two, attached.
- 4.2 The proposed Protocol provides a positive contribution as it endeavours to protect highly vulnerable members of society. It provides a consistent approach and will be supported by appropriate training for Officers and Members.

5. OPTIONS APPRAISAL:

- 5.1 Do nothing – the Authority could rely on staff, and Members, finding out what to do when instances discovered. This would be high risk, with potential reputational damage for not intervening correctly, and not making proper referrals as legally required as a 'First Responder' organisation.
- 5.2 Adopt the 'Modern Day Slavery & Exploitation Protocol' for Monmouthshire, as provided in Appendix One. This provides clarity on what to do and when, for the safety of highly vulnerable children and adults, working with our partners such as Gwent Police.

6. EVALUATION CRITERIA:

- 6.1 The Protocol can be evaluated for its' effectiveness in twelve months time. Feedback from anyone who has used the Protocol would help in refining further.

7. REASONS:

- 7.1 Welsh Government have requested that all Local Authorities in Wales ensure they are aware of their responsibilities as First Responders, and put into place MDS Champions, provide suitable training etc. The proposed Protocol services to bring these requirements together in one place, to ensure consistency and clarity.

8. RESOURCE IMPLICATIONS:

8.1 None as a consequence of this report. There will be some costs relating to the corporate 'MDS awareness video' (see 3.6), and specific training for certain Front-line Officers. These costs are not likely to be significant and will be borne via existing service budgets.

9. CONSULTEES:

Social Care & Health Safeguarding Unit
Social Care & Health DMT

10. BACKGROUND PAPERS:

Home Office and Welsh Government guidance

9. AUTHORS:

Diane Corrister, Safeguarding Services Manager
David H Jones, Head of Public Protection
Sharran Lloyd, Community & Partnership Development Manager

10. CONTACT DETAILS:

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Appendices

Appendix One – Process for Adult at risk of MDS
Appendix Two – Process for Child at risk of MDS
Appendix Three – Process for Child at risk of Child Sexual Exploitation
Appendix Four – Process for Child at risk of child criminal exploitation

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Monmouthshire
Modern Day Slavery and Exploitation Protocol
Final Draft

July 2019

1. Introduction

1.1 What is Modern Day Slavery?

Modern slavery is an umbrella term, encompassing human trafficking, slavery, servitude and forced labour.

Someone is in **slavery** if they are:

- forced to work through mental or physical threat
- owned or controlled by an 'employer', usually through mental or physical abuse or the threat of abuse

dehumanised, treated as a commodity or bought and sold as 'property'

- physically constrained or have restrictions placed on their freedom.

Servitude is similar to slavery, in that a person is under an obligation to provide a service which is imposed on them, but there is no element of ownership.

Forced work is defined as 'work or service which is exacted from any person under the menace of any penalty and for which the person has not offered himself voluntarily' and has been found in a number of different industries including manufacturing, food processing, agriculture and hospitality.

Human trafficking is when men, women and children are moved and forced into exploitation. The movement could be international but also within the country, from one city to another or even just a few streets. A person is a victim of human trafficking even if they haven't yet been exploited but have been moved for the purposes of exploitation.

1.2 Types of Modern Day Slavery

- Sexual exploitation which includes prostitution and pornography;
- Forced labour - may include little or no payment, include very poor living conditions, withholding of passports, threats of violence;
- Domestic servitude
- Organ harvesting
- Child related crimes such as child sexual exploitation, forced begging, drug dealing, organised theft, related benefit frauds etc
- Forced marriage and illegal adoption (if other constituent elements are present)
- Financial exploitation: including benefit fraud, false claims by perpetrators on behalf of their workers; bank accounts fraud; or workers' wages being paid directly into the exploiters own bank accounts, by companies who think they are paying a worker individually.

It is recognised that many victims of Modern Day Slavery will be subject to one or more different types of exploitation at any one time. Also, that debt bondage will be a feature, whereby the subject incurs a debt to their exploiter from which they have to perform criminal or dehumanising tasks to pay their debt, with a risk of serious violence if they do not comply.

1.3 Legislative Context

1.3.1 Modern Day Slavery Act 2015

- consolidated and clarified existing modern slavery and human trafficking offences and increased the maximum sentences for committing these offences
- introduced slavery and trafficking prevention orders and slavery and trafficking risk orders – which can be used to disrupt activities by modern slavery perpetrators
- created the role of the Independent Antislavery Commissioner
- introduced support and protection for victims including a defence for victims of slavery or trafficking who commit an offence, measures on the presumption of age of child victims of modern slavery and introduced the role of Independent Child Trafficking Advocates
- introduced a requirement for certain businesses to produce and publish a modern slavery statement on what they are doing to tackle modern slavery and trafficking in their supply chains.

Section 52 of the Act places a duty on Local Authorities to identify and refer modern slavery child victims and consenting adult victims through the National Referral Mechanism (NRM). Councils also have a duty to notify the Home Secretary of adults who do not consent to enter the NRM. This confers **First Responder** status.

Section 43 of the Act states that specified public authorities (including councils) have a duty to cooperate with the Commissioner.

1.3.2 The Modern Slavery Act 2015 builds on the Modern Slavery Strategy published by the Coalition Government in 2014. Like the National Serious and Organised Crime Strategy, it is based around the 4P's framework:

- Pursue: prosecute and disrupt individuals and groups responsible for modern slavery.
- Prevent: prevent people from engaging in modern slavery.
- Protect: strengthen safeguards against modern slavery by protecting vulnerable people from exploitation.

- Prepare: reduce the harm caused by modern slavery through improved victim identification and enforcement support.

1.3.3 Other relevant Acts -

- Crime and Disorder Act 1998
- Housing Act 1996
- Care Act 2014
- Children Act 1989
- Immigration Act 2016
- Violence Against Women, Domestic Abuse & Sexual Violence Act (Wales) 2015
- Social Services and Wellbeing Act (Wales) 2015

1.4 **National Referral Mechanism**

The National Referral Mechanism (NRM) is a framework for identifying victims of human trafficking or modern slavery and ensuring they receive the appropriate support. Referrals must be sent to one of the two Competent Authorities (CA), these being -

- The National Crime Authorities' Modern Slavery Human Trafficking Unit (MSHTU)
- The Home Office Visas and Immigration (UKVI)

The NRM is also the mechanism through which the Modern Slavery Human Trafficking Unit (MSHTU) collect data about victims. This information contributes to building a clearer picture about the scope of human trafficking and modern slavery in the UK.

1.5 **Modern Day Slavery and Local Authority Safeguarding Function**

The Social Services and Wellbeing Act (Wales) 2014 places a duty for professionals and partner agencies to report to the Local Authority individuals they suspect may be at risk of harm or abuse. This will include both adults and children who are subjects to exploitation and modern day slavery.

Children at risk of exploitation: In line with the All Wales Child Protection procedures if a child is suspected of being subject to Modern Day Slavery an urgent Strategy Discussion should be held with the police to determine immediate safeguarding actions and consider referral to NRM. A Strategy Meeting will then be convened with all relevant parties to share information and form a safeguarding plan. The Child Protection Co-ordinator, should chair this meeting.

See App 2. MCC Process Children at Risk of Modern Day Slavery

App 3. MCC Process Children at Risk of Child Criminal Exploitation

App 4. MCC Process Children at risk of Child Sexual Exploitation

Adults at Risk of exploitation: In line with the Wales Interim Guidance for the Protection of Vulnerable People and the SSWA 2014, any adult suspected of being subject to Modern Day Slavery should be referred to the Adult Safeguarding Team. An urgent Strategy Discussion should be held with the Police to determine immediate safeguarding actions and consider a referral to the NRM. A Strategy Meeting should be convened with all relevant partners to share information and form a safeguarding plan. This meeting should be chaired by the Adult Safeguarding Manager. Although consent is needed from the victim to make a referral to the NRM, issues of mental capacity and consent will be central to the Safeguarding discussion and decision taking.

See App 1. MCC Process for Adults at Risk of Modern Day Slavery

1.6 Other agencies

Clearly this Authority needs to work closely with partners, notably Gwent Police who have the enforcement powers under the Modern Day Slavery Act 2015. There is also a 'Wales Anti-Slavery Leadership Group' at Welsh Government level which can provide guidance and assist in specific instances.

In relation to any worker exploitation, this Authority's Environmental Health section would liaise with the Health & Safety Executive (HSE) and the Gangmasters & Labour Abuse Authority (GLAA) where appropriate.

2. The Monmouthshire Response

2.1 Monmouthshire's role can be separated into distinct areas:

- identification and referral of victims
- supporting victims – this can be through safeguarding children and adults with care and support needs, and through housing/homelessness services
- community safety services and disruption activities
- supporting proactive campaigns, eg assisting with the 'Make Safe' project involving local hotels & B & B's
- ensuring that the supply chains this Authority procures from are free from modern slavery.

It is recognised that Modern Slavery intersects with many different areas of Council services, and a number of different Officers may come across instances whilst going about their everyday duties. These may include:

- housing and homelessness services - through the provision of homelessness services, or through inspections of houses in multiple occupation (HMOs)
- community safety officers - whilst working on issues around serious and organised crime, gangs, drug selling and other crimes committed within their area – for example, cannabis cultivation and begging
- Trading Standards, Licensing, Environmental Health and other regulatory services may encounter victims or perpetrators whilst visiting or inspecting premises. Premises such as takeaways, nail bars, car washes, farms, taxis and private hire vehicles could be involved in illegal activities.
- Councillors may hear concerns from residents about particular businesses or houses in their areas
- those working with local partners on resettling new arrivals may find that trafficking or modern slavery has been present in refugees and asylum seekers' routes into the UK
- customer services may come into contact with victims through their ordinary dealings with the public
- Children and Adult Social Care and Safeguarding teams

2.2 Identification of MDS Champions

It is recognised that staff will need support and advice to fully understand the different elements of exploitation and Modern Day Slavery in order to assure that appropriate referral are made to the Safeguarding Teams. Champions will be nominated from each part of the council service area to support members and staff with any questions or concerns they may have. Under Monmouthshire's Corporate Safeguarding Policy, Designated Safeguarding Leads (DSL) and Deputy Designated Safeguarding Leads (DDSL) are in place to perform this role for the wider corporate safeguarding function. These roles are ideally suited to include being Champions for Modern Day Slavery.

2.3 Training for Staff

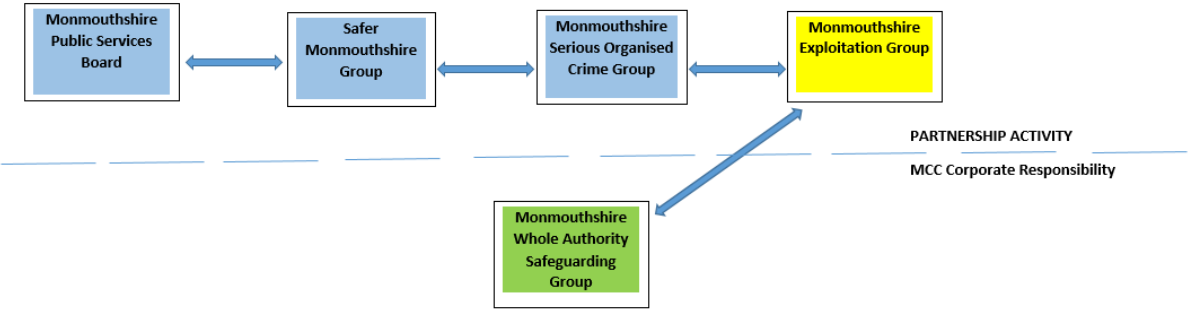
2.3.1 Champion Training: Training aimed at developing understanding of the signs of MDS, and the legislative and corporate policy and process of MDS and the NRM, Trafficking and Exploitation of individuals and communities.

This to include:

- Designated Safeguarding Leads;
- Deputy Designated Safeguarding Leads;
- Public Protection team;
- Housing and Tenancy Support teams;
- Team Managers in SCH Operational teams;
- Adult Safeguarding Manager;
- Councillors.

2.5.2 Corporate Governance

The Monmouthshire Exploitation Group (MEG) will also report to the Corporate Whole Authority Safeguarding group (WASG) and be the conduit group between corporate MCC matters and partnership working in the areas of Modern Day Slavery, Exploitation and criminal activity. The Monmouthshire Exploitation Group will have a dual reporting function according to the respective responsibilities in relation to the issues of Modern Day Slavery, exploitation and crime. Example provided in the diagram below:



APPENDIX 1>

Monmouthshire County Council **Process for Adult at Risk of Modern Day Slavery**

1. Employee / Volunteer suspects someone is a victim of MDS.
2. If the individual is perceived to be at immediate risk of significant harm call 999.
3. Employee to discuss concerns with their MDS Champion within their service (this will be the Designated Safeguarding Lead / Deputy Safeguarding Lead).
4. For further advice around suspicions employee to contact Safeguarding Unit (Claudia Don, Adult Safeguarding Manager 07971 113255 or Katie Jacobs, Quality Assurance and Safeguarding Officer 07976837800)
- 5.
6. Referral made to Adult services by submission of a Duty to Report Form. Emailed to- mccadultsafeguarding@monmouthshire.gov.uk
- 7.
8. Social Services will assess risk and make relevant enquiries (level of enquiries dependant on referral information- ensuring not putting suspected victim at any further risk).
9. Social Services email Modern Day Slavery and Human Trafficking Co-ordination Team to inform them of concerns and are available to advise further if required moderndayslavery@gwent.pnn.police.uk.
10. Strategy discussion held to include MARAC Co-Ordinator (details below).
11. Modern Day Slavery Strategy Meeting to be convened, chaired by Safeguarding Unit.
12. Modern Day Slavery Strategy Meeting include Social Services, Police, referring agency and Safeguarding partners, invites to further include-
 - **Jasmin Ahmed** (MARAC Regional Human Trafficking Co-ordinator) 02922403345 / 07970045557 / jasmin@bawso.org.uk
 - **Laura Thomas** (Gang Masters Labour Abuse Authority (GLAA)) Laura.Thomas@gla.gov.uk
 - **Aguiar Carla** (DWP Counter Fraud and Compliance Directorate, Organised Fraud Team) CARLA.AGUIAR@dwp.gov.uk
13. Modern Day Slavery Strategy meeting to agree immediate Safeguarding actions, and with support of MARAC Co-ordinator and other agencies decide if an NRM is required.

14. With the consent of the suspected victim; NRM to be completed, if consent not given then an MS1 to be completed.
15. Local Authority employee as a First Responder can complete the National Referral Mechanism (NRM). This is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support.
 - Referral forms can be found at <https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>
 - NRM is to be completed with all multi agency information, with the support of all available services.
 - For Adults - Only make referral if the person is able to give consent; the only exception to this is when the person is deemed to lack mental capacity under the Mental Capacity Act 2005.
 - **A NRM can only be submitted once so ensure it is fully complete and all guidance is followed fully- seek further advice if required.**
16. From 1 November 2015, specified public authorities have a duty to notify the Secretary of State of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking. The 'duty to notify' provision is set out in Section 52 of the Modern Slavery Act 2015 This duty is intended to gather statistics and help build a more comprehensive picture of the nature and scale of modern slavery.
 - Completing the NRM is sufficient in notifying. However if consent is not given then an MS1 form should be completed and sent to dutytonotify@homeoffice.gov.uk
 - Details around Duty to Notify can be found <https://www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery>
17. If Suspected Victim has not consented to NRM then further safeguarding measures to be in place to safeguard the victim, and signposting to other supporting agencies (BAWSO 0800 731 8147, New Pathways 01633250205, Modern Day Slavery Helpline 0800 012 1700).
 - **For adults- If they DON'T want help to leave now:**
 - Provide information about assistance and support
 - Be aware that any written material could be detected
 - Try to arrange a follow-up appointment

- If the adult is responsible for a child- remember child protection procedures
18. Refer to Modern Slavery MARAC Co-ordinator (details above), if not done so already.
 19. If no complex or ongoing needs but still concerns regarding Modern Slavery, MARAC Co-ordinator can signpost to other agencies, with no further involvement of Adult Services.
 20. Modern Slavery MARAC is arranged by the Co-Ordinator (details above). Co-coordinator will invite relevant professionals. A relevant Monmouthshire County Council representative to attend when involved or invited. Within the MARAC process information will be shared and risk and safety planning will be managed.
 21. Outcome of NRM is also sent to Modern Day Slavery and Human Trafficking Co-ordination Team, in Gwent Police, and they can refer to MARAC process too.
 22. Review / Outcome Strategy Meeting to be held to monitor progress / conclude process.

APPENDIX 2>

Monmouthshire County Council Process for Child at Risk of Modern Day Slavery

1. Employee / Volunteer suspects someone is a victim of MDS.
2. If the individual is perceived to be at immediate risk of significant harm call 999.
3. Employee to discuss concerns with their MDS Champion within their service (this will be the Designated Safeguarding Lead / Deputy Safeguarding Lead).
4. For further advice around suspicions employee to contact Safeguarding Unit (Katie Jacobs, Quality Assurance and Safeguarding Officer 07976837800 or Kelly Turner , Child Protection Co-Ordinator) Children Services 01291 635669.
5. Social Services will complete lateral checks and gather further information (level of enquiries dependant on referral information- ensuring not putting suspected victim at any further risk).
6. Request Strategy Discussion with Police (through usual process/ with PPU).
7. Modern Day Strategy Meeting to be held; request through Safeguarding Unit as usual.
8. Strategy Meeting to be chaired by Safeguarding Unit (Kelly Turner or Katie Jacobs).
9. Additional to police, referring agency and usual safeguarding agencies, further Strategy meeting invites to-
 - The Gwent Missing Children Team (01495 745 660/661/662/663
AlexisRedwood@llamau.org.uk)
 - Independent Child Trafficking Advocate Service, Barnardo's (0800 043 4303 / Allyson Davies, Manager, 07717541325 allyson.davies@barnardos.org.uk)
10. Strategy meeting to identify any safeguarding concerns, needs, and consideration given around threshold for significant harm and for Initial Child Protection Conference to be held, or continue on Care and Support Plan.
11. Decision made at strategy meeting as to whether a NRM is required.

12. Social Worker to consult with the Gwent Missing Children Team (details above), who will support with the completion of the NRM, general advice on process, and assist with the input of multi-agency information they hold.
13. Referral to be made for an Independent Child Trafficking Advocate (or RPC), forms to be sent to trafficking.referrals@bypmk.cjsm.net
 - For guidance and Referral Form- <https://www.gov.uk/government/publications/child-trafficking-advocates-early-adopter-sites>
 - Child will be offered either of the two below supports depending on the circumstances (details below)-

The Role of the ICTA Direct Support: One-to-one ICTA's will provide support on an individual basis to trafficked and potentially trafficked children within the Early Adopter Sites where there is nobody who has effective parental responsibility for that child.

This includes: Any child from outside the UK who is separated from their family or any person who has parental responsibility for them. Or any child from outside the UK whose parents, or those assuming parental responsibility for them, are suspected as being involved in their trafficking. Includes support for young people, alongside support for professionals involved with their care.

Or

The Role of the ICTA Regional Practice Co-ordinator (RPC): The RPC will work with professionals to support them in recognising and responding to exploitation and trafficking for internally trafficked children. They will offer individual case consultation for professionals delivering direct work, with a focus on safeguarding within the context of exploitation; and will support in the submission of referrals to the National Referral Mechanism. They will contribute to best practice and strategy development; and support professionals through training and awareness raising sessions to staff teams.

14. Social Worker (or other Local Authority employee) as a First Responder is to complete the National Referral Mechanism (NRM). This is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support.
 - Referral forms can be found at <https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms>
 - NRM is to be completed with all multi agency information, with the support of all available services.

- **A NRM can only be submitted once so ensure it is fully complete and all guidance is followed fully- seek further advice if required.**
15. From 1 November 2015, specified public authorities have a duty to notify the Secretary of State of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking. The 'duty to notify' provision is set out in Section 52 of the Modern Slavery Act 2015 This duty is intended to gather statistics and help build a more comprehensive picture of the nature and scale of modern slavery.
- Details around Duty to Notify can be found <https://www.gov.uk/government/publications/duty-to-notify-the-home-office-of-potential-victims-of-modern-slavery>
 - Completing the NRM is sufficient in notifying.
16. Review Strategy meetings to be held to monitor and support process with all key agencies invited.
17. Outcome Strategy meeting held to discuss any conclusions and future plan to safeguard suspected victim.

Appendix 3 >

Monmouthshire County Council

Process for Child at Risk of Child Sexual Exploitation

1. Employee / Volunteer suspects someone is a victim of CSE.
2. If the individual is perceived to be at immediate risk of significant harm call 999.
3. Employee to discuss concerns with their Designated Safeguarding Lead / Deputy Safeguarding Lead.
4. For further advice around suspicions employee to contact Safeguarding Unit (Katie Jacobs, Quality Assurance and Safeguarding Officer 07976837800 or Kelly Turner, Child Protection Co-Ordinator) or Children Services 01291 635669.
5. Social Services will complete lateral checks and gather further information (level of enquiries dependant on referral information- ensuring not putting suspected victim at any further risk).
6. Social Worker completes a Sexual Exploitation Risk Assessment Form (SERAF).
7. If the SERAF scores over 16 (moderate or significant risk on the SERAF) request Strategy Discussion with Police (through usual process/ with PPU). However, a Strategy discussion can be considered with a score under 16 and lower (mild risk) if required.
8. CSE Strategy Meeting to be held; request through Safeguarding Unit as usual.
9. Strategy Meeting to be chaired by Safeguarding Unit (Kelly Turner or Katie Jacobs).
10. Additional to police, referring agency and usual safeguarding agencies, further Strategy meeting invites to-
 - The Gwent Missing Children Team (01495 745 660/661/662/663
AlexisRedwood@llamau.org.uk)
 - Sexual Health if appropriate.
11. Strategy meeting to identify if the child is at risk of CSE and if threshold is met, child to be held under Operation Quartz.

12. Strategy meeting to discuss any safeguarding concerns, needs, and consideration given around threshold for significant harm and for Initial Child Protection Conference to be held, or continue on Care and Support Plan.
13. If child is to be part of Operation Quartz, a decision can be made for Social Worker and Quartz Police Officer to jointly visit child once per month, or as guided by the need identified by the Strategy Meeting attendees.
14. If child is to be part of Operation Quartz, on a monthly basis they will be discussed at a strategic multi-agency level at Multi-Agency Sexual Exploitation Meeting (MASE).
15. Social Worker to review SERAF with all multi-agency information three monthly.
16. Review Strategy meetings to be held (at least within 3 months, but can be sooner dependant on need) to monitor and support process with all key agencies invited. And to make decision as to whether child remains part of Operation Quartz.
17. Outcome Strategy meeting held to decide child to be removed from Operation Quartz, and discuss any conclusions and future plan to safeguard the child.

Appendix 4>

Monmouthshire County Council

Process for Child at Risk of Child Criminal Exploitation

1. Employee / Volunteer suspects someone is a victim of CCE.
2. If the individual is perceived to be at immediate risk of significant harm call 999.
3. Employee to discuss concerns with their Designated Safeguarding Lead / Deputy Safeguarding Lead.
4. For further advice around suspicions employee to contact Safeguarding Unit (Katie Jacobs, Quality Assurance and Safeguarding Officer 07976837800 or Kelly Turner , Child Protection Co-Ordinator) or Children Services 01291 635669.
5. Social Services will complete lateral checks and gather further information (level of enquiries dependant on referral information- ensuring not putting suspected victim at any further risk).
6. Social Worker completes a Sexual Exploitation Risk Assessment Form (SERAF).
Development of a new a tool is in discussion and will be used when available.
7. If the SERAF scores over 16, request Strategy Discussion with Police (through usual process/ with PPU).
8. Strategy Meeting to be held under current CSE process; request through Safeguarding Unit as usual.
9. Strategy Meeting to be chaired by Safeguarding Unit (Kelly Turner or Katie Jacobs).
10. Additional to police, referring agency and usual safeguarding agencies, further Strategy meeting invites to-
 - The Gwent Missing Children Team (01495 745 660/661/662/663
AlexisRedwood@llamau.org.uk)
11. Strategy meeting to discuss any safeguarding concerns, needs, and consideration given around threshold for significant harm and for Initial Child Protection Conference to be held, or continue on Care and Support Plan.

12. If child identified to be at risk of CCE, then specific CCE needs to be identified on their existing plan (Care Plan, Child Protection Plan or Care and Support Plan), and support services referred to, and work to be completed around this area of need in the aim to reduce the risk.
13. Additional to CCE, if any concerns around CSE also identified (follow CSE process).
14. Social Worker to review SERAF (or used tool) with all multi-agency information.
15. Review Strategy meetings to be held to monitor and support process with all key agencies invited.
16. Outcome Strategy meeting held to discuss any conclusions and future plan to safeguard child.



Name of the Officer completing the evaluation David H Jones Phone no: 01633 644100 E-mail: davidhones@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To provide a Modern Day Slavery & Exploitation Protocol for the Authority
Name of Service area Social Care & Health	Date 2 nd July 2019

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

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	The Protocol aims to provide a consistent approach for dealing with both adult and child vulnerable individuals. It provides a clear route of what to do when safeguarding issues are found	None	An awareness video is being prepared to advise all staff and Members on what to do if cases of MDS/exploitation suspected.
Disability	None	None	
Gender reassignment	None	None	N/A
Marriage or civil partnership	None	None	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	None	None	N/A
Race	Potentially exploitation can impact adversely on foreign nationals, eg. Eastern Europeans and Vietnamese. Protocol seeks to protect specific vulnerable groups, eg. in workplaces.	None	Staff involved in visiting businesses and local housing have been, or will, be trained in MDS awareness and what to do.
Religion or Belief	None	None	N/A
Sex	None	None	N/A
Sexual Orientation	None	None	N/A
Welsh Language	None	None	N/A
Poverty	Protocol refers to financial exploitation, eg. labour abuse, so when implemented can potentially assist individuals in poverty.	None	Front-line training to be provided


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





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The Protocol will improve understanding of MDS/exploitation issues, in different settings. Taking action against any exploitation will improve outcomes for victims and also provide a 'level playing field' for local businesses that operate legally and for positive economic benefit to the county.	N/A
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Aim is to provide consistency on how MCC deals with instances of MDS/exploitation, working with partners and protecting any exploited persons.	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Exploitation can have many negative impacts on communities, eg. where sexual exploitation occurs.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	MDS and exploitation events can be cross-boundary, eg. human trafficking. Protocol aims to assist in identifying and addressing any cases discovered, together with partners such as Gwent Police.	N/A

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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 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	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	By tackling exploitation, and protecting vulnerable persons, there will be fairer outcomes to those affected.	

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>	Evidence indicates MDS/exploitation is an increasing problem. Protocol provides a mechanism of ensuring MCC acts appropriately into the future.	Protocol supported by appropriate training

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>Protocol will only be effective if internal departments work together, eg. Social Care safeguarding and Licensing, and with external partners, eg. Police and Health & Safety Executive.</p>	<p>MCC Protocol to be shared with partners when agreed and implemented</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Protocol worked on between SC Safeguarding, Public Protection and Policy & Partnerships. Corporate Training also involved in constructing the training/awareness video.</p>	<p>Training video will ensure consistent message to all staff and Members</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Protocol promotes a proactive approach and outlines what to do where instances discovered.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Protocol is important for the well-being of all groups, for children who may be exploited to older people. Intervention should prevent problems for others, eg. NHS, if persons protected and not physically or emotionally abused.</p>	

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	Provides a consistent approach in protecting exploited individuals		
Safeguarding	Protocol seeks to protect exploited persons from being further harmed by taking them from harmful situations. Providing consistency and training aims to ensure all aware of how to prevent further exploitation, working with partners accordingly.	<i>.Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect</i>	
Corporate Parenting	Child protection is covered in the protocol	N/A	

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

Gwent Police have provided evidence of the increase in numbers of MDS/exploitation. Number of National Crime Agency referrals went from 123 in 2016, to 251 in 2018, so doubled in two years. In the last financial year Gwent Police received 234 intelligence logs, ie. 2018/19. Public Protection staff have identified some cases in Monmouthshire, and referred accordingly to Gwent Police and Immigration Control. Welsh Government have asked all 'First Responders, which we are under Modern Day Slavery Act 2015, to provide robust response to our responsibilities. This Protocol goes some way in demonstrating our commitment to tackling an abhorrent crime.

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?

There are only positive impacts from the proposal as it concerns protecting highly vulnerable persons in our society. It will ensure a consistent approach, supported by appropriate training. Training is currently being developed internally with our Corporate Training unit.

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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 the training provision, including an awareness video	October 2019	Diane Corrister/David Jones/John McConnachie
Share with partners, and local safeguarding forum	September 2019	Diane Corrister/Sharran Lloyd
Review effectiveness of Protocol a year after implementation	October 2020	Diane Corrister/Sharran Lloyd/David Jones

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Strong Communities Select Committee	11.7.19	

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REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2018/19 OUTTURN STATEMENT
DIRECTORATE	Resources
MEETING	Strong Communities Select
DATE	11th July 2019
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue and capital outturn position of the Authority based on capital slippage and reserve approval and deferment.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.
- 1.3 Recognising the twofold purpose to brief Cabinet/all members of the collective position, and individual scrutiny committees of specific aspects affecting their portfolio interests, the latter have been colour coded (green) to assist scrutiny members of particular committees

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue outturn of £49k surplus.
- 2.2 That members endorse the revenue surplus for the year being used to replenish Capital Receipts generation reserve, and notes the effective closure of the priority investment reserve, appreciating the use of reserve balances at outturn, the slippage to 2019-20 proposed and the low level of earmarked reserves, which will notably reduce the flexibility the Council has in re-engineering services and facilitating change to mitigate the challenges of scarce resources going forward.
- 2.3 Members note the extent of movements in individual budgeted draws on school balances, and reported recovery plan intentions as a consequence of their approving changes to Fairer Funding guidelines since month 2
- 2.4 That Members note the 81% delivery of the budget setting savings agreed by full Council previously and the implicit remedial action/savings included in the financial monitoring to compensate for circa 20% savings (£951k) reported as delayed or unachievable by service managers.

- 2.5 That Members note the enhanced monitoring of Children's services and additional learning needs proposed, to supply details for instance of average unit costs, the activity and predicted volume of presentations used in forecasting, to allow services an earlier opportunity to highlight cost pressures and more time to resolve such by remedial action in year.
- 2.6 That Members consider the capital outturn spend of £70.31m, introducing a £1.015m anticipated overspend, accepts slippage requests of £9.9m being endorsed and the related presumptions made around net financing consequences as per section 3.5.

3. MONITORING ANALYSIS

3.1 Revenue Position

Table 1: Council Fund 2018/19 Outturn Forecast Summary Statement at Outturn

Service Area	Initial 2018-19 Annual Budget	Virements to budget since Month 7	Revised Annual Budget	Forecast Outturn	Forecast Over/ (Under) @ Outturn	Forecast Over/ (Under) @ Month 7	Variance between monitoring periods
	£'000		£'000	£'000	£'000	£'000	
Adult Services	7,501		7,412	7,593	181	-24	205
Children Services	11,373		11,460	12,911	1,451	562	889
Community Care	22,704		22,768	21,695	-1,073	-794	-279
Commissioning	1,631		1,627	1,523	-104	-85	-19
Partnerships	366	99	465	465	0	0	0
Public Protection	1,417		1,410	1,420	10	-9	19
Resources & Performance	676		655	662	7	-40	47
Total Social Care & Health	45,668	99	45,797	46,269	472	-390	862
Individual School Budget	43,620		43,621	43,554	-67	-185	118
Resources	1,440	-135	1,305	1,272	-33	-50	17
Standards	5,113		5,111	5,848	737	471	266
Total Children & Young People	50,173	-135	50,037	50,674	637	236	401
Business Growth & Enterprise	1,456	-100	1,232	1,080	-152	-124	-28
Operations	15,394	-130	15,375	15,696	321	621	-300
Planning & Housing	1,815	-32	1,695	1,416	-279	-151	-128
Tourism Life & Culture (Monlife)	3,445	74	3,519	3,696	177	257	-80
Total Enterprise	22,110	-188	21,821	21,888	67	603	-536

Legal & Land Charges	458		456	489	33	45	-12
Governance, Democracy and Support	3,893		3,880	3,781	-99	-60	-39
Total Chief Executives Unit	4,351		4,336	4,270	-66	-15	-51
Finance	2,486	-43	2,441	2,221	-220	-156	-64
Information Communication Technology	2,679	-62	2,617	2,603	-14	61	-75
People	1,680	-132	1,498	1,556	58	30	28
Future Monmouthshire		10	133	150	17	20	-3
Commercial and Corporate Landlord Services	844	-401	429	398	-31	81	-112
Total Resources	7,689	-628	7,118	6,928	-190	36	-226
Precepts and Levies	18,467	0	18,467	18,472	5	-1	6
Corporate Management (CM)	120	0	251	-161	-412	-323	-89
Non Distributed Costs (NDC)	669	0	669	701	32	38	-6
Strategic Initiatives	493	0	424	0	-424	-332	-92
Borrowing Cost Recoupment		-9	-9	-9	0		0
Insurance	1,333	26	1,359	1,359	0	-96	96
Total Corporate Costs & Levies	21,082	17	21,161	20,362	-799	-714	-85
Net Cost of Services	151,073	-835	150,270	150,391	121	-244	365
Fixed Asset disposal costs	153	-35	118	118	0	7	-7
Interest and Investment Income	-56	0	-56	-243	-187	-58	-129
Interest payable & Similar Charges	3,326	111	3,448	3,531	83	36	47
Charges required under regulation	4,500	125	4,562	4,533	-29	-7	-22
Contributions to Reserves	224	562	655	685	30	0	30
Contributions from Reserves	-1,408	70	-1,187	-1,214	-27	0	-27
Appropriations	6,739	833	7,540	7,410	-130	-22	-108
General Government Grants	-63,091	0	-63,091	-63,091	0	0	0
Non Domestic rates	-30,177	0	-30,177	-30,177	0	0	0
Council Tax	-70,838	0	-70,838	-70,741	97	60	37
Council Tax Benefits Support	6,294	2	6,296	6,159	-137	-110	-27
Financing	-157,812	2	-157,810	-157,850	-40	-50	10
Net Council Fund (Surplus) / Deficit	0	0	0	-49	-49	-316	267

3.1.1 This outturn forecast presumes the beneficial effect of £894k of revenue cost meeting capital definitions, and being capitalised against the additional national capital resources (£1.3m) notified by Welsh Government as per para 3.4.2, and without such the Council would have incurred a material deficit. Specific pressures exist around Additional learning needs (ALN), Children’s Services, passenger transport, car parking where activity no longer reflects the budget provided given the savings previously volunteered by services colleagues.

3.1.2 Putting such variances in context, they both CYP and SCH significant deficit positions still equate to less than 0.8% variation against the net cost budget before financing. This is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year, and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. However clearly a surplus is more attractive to the Council than an equivalent deficit, so the use of periodic monitoring as a tool for change during the year should not be underestimated.

3.1.3 A comparison of the Net Council fund line against previous years activity indicates the following,

Net Council Fund Surplus	2018-19	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000	£'000
Period 1	379 deficit	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2	316 surplus	62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3			79 surplus	162 deficit	144 deficit
Outturn	49 surplus	652 surplus	884 surplus	579 surplus	327 surplus

3.1.4 The above table indicates a potentially significant change in trend, such that the outturn is less beneficial than the previous period’s reported forecast. This hasn’t been the case in any of the previous 4 years. There is no one panacea reason for this, it can be affected, for instance, by

- Declining national funding
- A reliance on adhoc grants through the year leading to more reactive and less planned outcomes
- An increasing difficulty in successfully managing and delivering the savings targets agreed with members
- More limited opportunities to find adhoc reactive savings in year
- Limited reserve cover to smooth peaks in unforeseen financial activity

3.2. Directorate Monitoring Positions organised by Select portfolio

3.2.1 Revenue budget monitoring information for each directorate’s directly managed budgets is provided together with information on corporate areas through the hyperlink in section 8 below. A summary of main pressures and under spends within the Net Cost of Services Directorates include,

3.2.2 Stronger Communities Select Portfolio (£1.225m net underspend)

- Chief Executives Unit (£66k underspend)

Legal division exhibited a £33k overspend, due to staff cost pressure and a shortfall in land charges income. **Governance, democracy and support** incurred a £99k surplus due to staff vacancies and windfall electoral management grant more than compensating for the

pressure in Contact centre and inability to make staff vacancy efficiencies in support and scrutiny positions.

- Resources Directorate (£190k underspend)

Finance Division predict an underspend of £220k, predominantly predicted savings in Revenues and Exchequer sub division and saving in management cost. **IT predicts an £14k underspend**, due to laptop purchases being deferred being more significant than the deficit introduced by shortfall in SRS reserve returned to MCC at year end, and a degree of salary savings not yet delivered within SRS. **People services predicts £58k deficit**, mainly the result of sickness and maternity cover within the division. **Corporate Landlord division exhibited a net £31k surplus** which hides large variances within monitoring, such that savings in staffing and management of asset management of £154k compensate exactly for procurement savings not made. The net savings effectively come from the net extent of programme repair work that would have been charged to revenue had extra schools capital funding not been manifest. **Future Monmouthshire** responsibility has moved across to Resources during the financial year, and exhibits a **£17k deficit**, being a proportion of digitisation and agency cost savings not yet attributable to particular services.

- Corporate (£799k underspend)

The net effect of the unutilised redundancy budget (£424k), together with one off rate refund receipts in respect of Council's buildings and an extraordinary dividend from the Crematoria Joint Committee. Please note the cost of redundancies unless subject to the traditional 2 stage approval process agreed with members show as overspends within service budgets rather than corporate.

- Appropriations (£130k underspend)

Reserve usage has been adjusted in both Appropriations and service Directorates hence the volume of budgetary virements and variability between month 7 and outturn exhibited in the table 3.1.2. Small savings accrue from minimum revenue provision required (£29k) to repay borrowing experienced during the year. The interest savings and costs can simplistically be netted off as a £104k saving. They are a mixture of additional interest receivable on investments, additional interest on necessary unsupported borrowing with all activity being affected by an increase in base interest rates during the year and reported previously.

With regard to treasury management and interest rate speculation, the last quarter introduced a heightened challenge to predict forward interest rates and act accordingly. This was due to uncertainty as how smooth the Brexit process would be, but Treasury advisor had instead indicated a sense in having a balanced loan portfolio with a mixture of short/long term debt and proportion of variable/fixed debt. Over the medium term we have tended to take short term recurrent borrowing at effectively variable rate. This has provided Treasury savings over the last 3 years. It is more likely that we will be locking a higher proportion of that short term recurrent borrowing into more fixed rate longer term instruments. Longer term rates are more expensive than recurrent short term rates, so this is anticipated to mitigate the positive effect that Treasury traditionally brings in balancing the budget in future years.

- Financing (£40k underspend)

Council tax receipts indicate a £97k shortfall given an increasing level of discounts and allowances being requested. The traditional underspend in anticipated Council tax benefit payments was at the end of the year very close to the monitoring prediction throughout the year, providing £137k benefit. However going forward this is an area where activity is likely to be more volatile than traditionally given advertising campaign undertaken by Welsh

Government and the advent of universal credit bringing focus to individual's financial circumstances. .

RESOURCES DIRECTOR'S CONTEXT & COMMENTARY

Concerted efforts through the financial year and in particular the last quarter has resulted in a £191k under spend, a £226k positive variance from the £35k over spend reported at month 7 and assisting the overall Authority outturn position.

Savings of £148k within Estates, an increase of £99k from month 7, have been derived from further staff vacancies, additional income and lower than anticipated expenditure on professional fees. There will soon be a restructuring of the Estates team that will look to ensure that we have the capacity and capability to continue progress with the delivery of the revised Asset Management and Commercial strategies. Improved income generation of £70k with the solar farm were generated due to more beneficial export tariffs being secured.

Additional premises cost have resulted with our Industrial Units and County Farms have incurred cost pressures resulting from a compensation payment and professional fees together with strain on rental incomes being achieved from farm holdings (£27k). An under spend of £57k has resulted on corporate building maintenance budgets as a result of school maintenance grant being received late in the financial year from Welsh Government. This has been offset by an over spend of £9k on accommodation costs across our main office sites due to additional maintenance costs and an over spend in Property Services of £18k due to lower than anticipated fee income.

Procurement is still reporting an over spend resulting from the non-delivery of an element of the authority wide savings (£155k). This was subsequently factored into budget proposals and thus removed as a pressure for 19/20. Alongside this targeted resources are being directed into identifying and exploiting further procurement opportunities consistent with taking forward the revised procurement strategy.

Finance reported an increased underspend of £221k (£156k at month 7). Savings have resulted from further staff vacancies, one-off grant received from DWP in respect of Housing Benefits and the cost of the cash system and merchant fees being less than anticipated. The introduction of the new cash system will increase costs but the saving was at least welcomed in allowing the directorate to put downward pressure on costs.

The Future Monmouthshire budget exhibiting some strain (£18k over spend) as a result of cross authority savings not yet being allocated in respect of digitisation, agency costs and mileage allowances offset through downward pressure being placed on professional fees. Targeted work is being undertaken to ensure that cross authority savings are being delivered in 19/20 and such that over spend pressures are not repeated.

ICT and the specifically the Shared Resource Service delivered a £14k under spend at outturn (£61k over spend at month 7) have resulted from savings in supplies and services budgets along with the benefit of a one-off capital grant being received late in the financial year from Welsh Government.

The picture is completed by net cost pressures of £58k continuing within People Services (£31k at month 7) and resulting from increasing staff costs as a result of the need to cover staff sickness, one-off costs with HMRC regarding historic mileage claims and increased training costs at Raglan Training Centre offset by savings in Corporate Training with a delay in recruiting a modern apprentice and a reduction in corporate healthcare costs within Occupational Health.

Efforts now quickly turn to 19/20 and delivery of savings proposals and further work to manage and contain expenditure within the directorate and across the Authority.

3.2.3 Economy & development Select Portfolio (£78k net overspend)

- Enterprise Directorate (£67k net overspend)

Business growth and enterprise predict a net **£152k underspend**, being effect of staffing savings, and a small net income from Events firework display. The staffing has been core funded through a reduction to corporate redundancy budget, but there is still no formal Events strategy to indicate how events income will contribute a holistic benefit in sustaining services. This remains similar to the Borough Theatre situation.

Planning & Housing (net £279k underspend) – Development control has historically experienced a significant deficit in income against budget. The extent of some larger sites coming online during the year has meant higher than usual income levels, however the majority of saving comes in the form of professional and specialist costs not incurred in facilitating LDP process. The pressure accommodated in respect of lodging scheme as part of 2018-19 budget process and ad hoc grant has allowed the Housing service to exhibit £99k surplus.

Operations incurred a collective £321k deficit. The position for each of main Operations areas is as follows, Transport Garage and car parks £382k deficit (in the form of £118k additional maintenance costs to older vehicles and £274k income deficit from car parking), catering £32k surplus (caused by adhoc free school meals grant), cleaning £20k surplus (caused by additional income from “new” sites) , Passenger Transport £248k deficit (caused by a mixture of additional staffing costs, additional repair costs, and additional resulting hire costs), Waste and Streetscene £115k deficit (caused by abortive recycling saving with neighbouring authority £110k, and CA site savings from reduced opening hours not enacted £13k) and Highways £373k surplus (the net result of redirecting revenue expenses to be afforded by additional capital funding, and a mild winter reducing winter maintenance liability).

Tourism, leisure & culture - Monlife (£177k overspend) – The final position is artificial to the MCC bottom line as it masks the significant recurrent deficit situation experienced within Outdoor Education service. The outdoor education partnership was dissolved since month 7 reporting, and the balance of the partnership reserve (£129k surplus) credited to revenue account. This has largely compensated for £119k trading deficit. The risk to MCC is that service still has to be re-engineered to become sustainable, those costs will fall to MCC in recognition that partners have agreed to forego any reserve distribution Unfortunately the reserve has been utilised predominantly to afford the year’s trading deficit (£119k) and will not be available to support re-engineering costs. The trading pressure within Outdoor Education relates to an eroding income base as historic partners looked to withdraw their core support.

Attractions incurred £71k deficit pressure predominantly £62k in respect of redundancies.

Leisure centres incurred a net £11k income deficit, with the encouraging income surplus at Monmouth LC of £89k, (testament to its redevelopment and work of staff) not being fully sufficient to cover for shortfalls in income at its southern establishments. Youth has incurred a £7k due to unbudgeted training expenses. Museums anticipated a £42k overspend mainly for staff and sickness cover, and remediation consequences of withdrawing from using the Caldicot storage facility.

- Social Care & Health (£10k overspend)

Public Protection (£10k overspend) – predominantly the net effect of minor pressures across registrars, public health and trading standards.

ENTERPRISE DIRECTOR'S CONTEXT & COMMENTARY

The outturn for the end of the financial year sets out a continued underspend for the Enterprise Directorate. The final outturn presented is an under spend of £110k. This is a significant achievement and officers have continued throughout the year to manage adverse positions as they have been identified.

Economy and Enterprise

The economy division is reporting underspends these are due primarily to staff vacancies. Within Business and Enterprise, in the financial year 2019/20 these underspends are not projected to continue as these funds will cover salary contributions for the Strategic Lead for Regeneration and the Town Centre Engagement Project Officer. The underspend on Communities and Partnerships Development is due to a vacant post and a decrease in spend against supplies and services. It is anticipated that this will be fully spent in 2019/20 due to a small restructure within this team.

Planning and Housing

Planning and Housing have continued to report underspends and the final outturn underspend is £278,531. A large proportion (£186k) of this is due to an underspend in Professional and Specialist Fees that were anticipated for the key elements of the LDP evidence base that require the commissioning of external consultants. This will commence in 2019/20 so no major costs have been incurred. The underspend in Housing has arisen due to two key aspects, firstly the lodgings scheme, a change in designation of the properties has led to an increase in rental income plus an ability to claim property maintenance expenses from one off grant funding has led to the variance from month 7. Secondly, Private Sector Leasing, this is the first year these properties have been back within MCC control and it was unclear how much work would be needed to repair and maintain them. It has also been possible to claim large refurbishment and maintenance works from the one off grant funding.

Operations:

There are deficit trends within Operations that have caused concern and have been reported upon throughout the year. The resultant outturn of a £320k adverse position for this division is an improved position since the Month 7 report.

Cleaning and Catering

The catering section has underspent by £32k, the swing between the outturn and month 7 is mainly due to additional grant funding that was not expected at month 7 (£30k). In addition there were lower than anticipated material and consumable costs. The cleaning section has underspent by £20k due to higher than anticipated income this relates to additional sites being acquired during the year leading to increased income.

Highways

Highways Development & Flooding has overspent by £52,000. There have been swings between individual costs centres within the unit but the main reason for the overspend relates to consultancy costs incurred in the setup of the authority's Civil Parking Enforcement team. We were hopeful that these costs could be covered by improved fee income during the year but fell short of the amount required. Highways Operations has underspent by £424,000 due to increased capital income that has been received throughout the financial year. A windfall capital allocation increase in 2018/19 allowed us to rearrange our repair programme to better displace core costs with capital funding. In addition to this the mild winter meant that gritting and snow clearance works were under what we had predicted for the year. Highways External Clients and the SWTRA Collaboration have come in on budget.

Home to school transport

The section has overspent by £248k. The changes from month 7 to outturn relates to higher than anticipated vehicle repairs costs which have also resulted in increased vehicle hire charges whilst these vehicles have been off the road to allow the repairs to be completed. The main budget pressures during the year have been increased vehicle hire charges due to a number of vehicles off the road requiring major repairs, this has impacted on the expected savings that were anticipated through the dynamic purchasing scheme procurement exercise but these works are essential to ensure our fleet is safe and resilient. Secondly, the overspend also related to increased employee costs which have been incurred through the rearrangement of our staffing structures and to correct a contractual arrangement which have led to additional employee payments.

Fleet management and Transport

Transport are over spent by £118k due an increase in maintenance costs due to the ongoing maintenance of a number of older vehicles and additional new depot costs due to essential works to allow the occupation of the new building in Caldicot. The variance from month 7 to the final outturn is due to the level of maintenance increasing throughout the year.

Car Parking

The over spend of £275k is due to a number of areas. Morrisons in Abergavenny provides free parking in the town for two hours and due to its proximity people choose to park in this

car park, which means a loss of car parking income, this has been estimated as £2k per week. Car Parking fees were increased by 10% for 2018/19 however, these charges didn't come into force until July 2018 so a full year of increased fees has not been realised. Two car parks have also been closed for part of the year due to engineering works which has meant a further loss in income. The variance from month 7 is due to a further decrease in income levels. A small under spend has been generated through the green car scheme. The under spend will never be known until year end due to members of the scheme joining and leaving throughout the year.

Waste and Street Scene

The Waste and Street Scene section is £115k over spent. This is due to £100k savings proposal to Blaenau Gwent not being progressed and the CA site savings of £13k from reduced opening hours not currently being implemented.

The final outturn position for the MonLife portfolio is £177,168 over, a reduction from month 7 of £80,000 but a large proportion of this relates to the Outdoor Education service which draws upon the trading reserve for an extra £72,000. Throughout the financial year officers have worked hard to maintain existing services to ensure that the end of year position was as anticipated. This set of services moves into an exciting next stage over the forthcoming years as the services move into transformation and implementation of the MonLife brand.

Following the restructure of the Attractions Service in the summer of 2018 the resultant redundancy costs of £62k were incurred. Museums have overspent by £50k mainly due to staffing costs because of the need to provide front of house cover when staff are on leave or sick (£43k). A further £7k of this was design work for the structure at Abergavenny Castle which because it is not proceeding cannot be offset against the grant funding.

The Gwent Outdoor Education Service was formally dissolved in March 2019, with the Talybont site being returned to Newport City Council. Over the past few years the service has suffered from the loss of partner subsidies and has seen a general decline in usage with increasing costs. There has been a significant overspend which has been met in part by the Outdoor Education reserve leaving £13k to be met from the service.

Countryside is overspent by £26k mainly due to unplanned expenditure to adapt and complete the Black Rock access barrier as well as rights of way maintenance pressures.

Other minor overspends included £11k in Leisure where high income targets were not achieved; Youth Service, £7k because of additional training requirements and the remainder in repairs and improvements to Old Station Tintern.

3.2.4 Adult Select Portfolio (net £989k underspend)

- Social Care & Health

Adult Services (£181k overspend) – resulting from a significant drop off in community meals income of £80k has been reported by service, together with £155k staffing pressures (sickness cover and ERS pension saving not realised) within net direct care establishments (Severn View and Mardy Park), a £120k net pressure caused by limited capacity in the

external domiciliary care provider market, compensated for by vacancies and management savings of £97k.

Community Care (£1.073m underspend) – net savings within Mental Health Care team budget and Frailty pooled budget (collective £1.4m) compensate for an inherent pressure to adult disability care provider costs and client needs (£323k overspend).

Commissioning (£104k underspend) – predominantly the effect of reviewing service contracts, and a staffing saving, compensating for Drybridge Gardens income shortfall caused by a tenancy vacancy.

Resources (£7k overspend) – net effect of increased transport costs.

SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY

The year-end outturn overspend of £472K includes £13K of redundancy costs to be met from equivalent underspends held centrally, with the outturn position benefiting from a £345K in year Social Care Pressures grant from Welsh Government and £40K of capitalised IT costs, accounted for within the Adult Services budget.

At month 7 forecast prediction was a £390K underspend, but at that time of reporting it was highlighted we were moving into the winter months and with a back drop of Adult care hours that were awaiting brokerage from reablement, and the increase in Looked After Children numbers it would be a challenge to remain within budget. At M7 £406K was predicted from the Social Care Pressures grant but the final award was £61K less and since M7 the directorate travel budget was reduced by £30K.

Within Adults Services the year end outturn underspend of £989K is much better than that predicted at M7 (£943K) mainly as a result of continued care provision mainly within Usk and the South of the County delivered through reablement as opposed to the external domiciliary market. Also there have been some additional property sale income received prior to year-end which had previously been expected in April.

Children's Services have experienced significant demands since M7 resulting in an outturn overspend of £1.45M, compared to that previously forecast at M7 of £561K. Legal costs have overspent by £230K, with £252K spent on Legal costs after the M7 forecast. Alternative legal provision has been mapped out with the Head of Law as we move into the new financial year. Looked After Children numbers have significantly increased from 148 reported at M7 to 172 at outturn a rise of 24, with an additional 18 placement since M7 costing £341K and within younger people's accommodation 6 placements costing a total of £489K.

Public Protection overspent by £10K which given it operates on a very small budget of just £1.4M to provide its wide range of services such as Trading Standards, Environmental and Public Protection, Licensing, Health & Safety and Registrars is a pleasing result.

3.2.5 Children & Young People Select Portfolio (net £2.088m overspend)

SLT received month 10 monitoring information. At which time Director of Resources met with Director of Social Care and Director of Children and Young People. No additional remediation actions were agreed, but there was a commitment that adverse variances would be contained at month 10 levels. The equivalent forecast information at month 10 was £1.3m adverse

variance in Children's service, so outturn exhibits a further £118k adverse variance with extra service costs being mitigated by unbudgeted intermediate care funding so extra overspend is predominantly in staffing costs which is one of more controllable aspect of Children's services budget.

CYP Directorate exhibited a forecast deficit to Standards Division of £695k at month 10, mainly in respect of additional learning needs pressure. At outturn this has risen by £42k to £737k. The budget has been subject to a variety of changes in recent years, and savings of circa £800k volunteered over the last 3 years. The budget historically reflected 2 special needs units operating across the County. More recently there has been an acknowledgement to operate in each of the secondary schools, and, where reasonable, to support pupils in Monmouthshire schools rather than out of County.

In both cases, service colleagues volunteer that service demand has increased and introduced an equivalent additional financial pressure, and that individual decisions can have a very significant consequence. To enable members to better appreciate such, it is recommended that the financial monitoring going forward needs to be more sophisticated to provide a context about the volume of customers/recipients actually supported and their average cost of provision and to evidence what assumptions and volume have been used to forecast outturn activity upon.

- Social Care & Health (£1.451m overspend)

Children's Services (net £1.451m overspend) – this can be a fairly volatile area to manage budget wise, with individual placements potentially having a significant effect. The service concludes pressures resulting from a greater volume of placements and consequent transport costs thereafter totalling circa net £1m, and staffing costs above budget of £440k.

In comparison to 2017-18 activity which was £1.6m overspend, the 2018-19 forecast does indicate a slightly improving position consistent with the recovery plan prepared by Children's service that advocated £113k saving in 2018-20. However that presumption was based on a perceived £534k unsustainability rather than £1m.

Youth offending team partnership (breakeven) – this partnership is managed in a similar fashion to Outdoor Education, in so far as surpluses or deficits do not affect MCC outturn position and are instead transferred to their trading account. The Board overseeing the management of the service has agreed to hold the combined surplus at £150k, which means that circa £99k beneficial effect has been redirected back through to partners at year end, MCCs proportion is circa £40k. Service colleagues have chosen to use this credit to reduce Children's services costs, accepting the risk of needing to absorb any future volatility in Youth Offending costs above budget, rather than more prudently establishing a reserve to smooth such peaks and troughs in service provision.

SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY

The year-end outturn overspend of £472K includes £13K of redundancy costs to be met from equivalent underspends held centrally, with the outturn position benefiting from a £345K in year Social Care Pressures grant from Welsh Government and £40K of capitalised IT costs, accounted for within the Adult Services budget.

At month 7 forecast prediction was a £390K underspend, but at that time of reporting it was highlighted we were moving into the winter months and with a back drop of Adult care hours that were awaiting brokerage from reablement, and the increase in Looked After Children numbers it would be a challenge to remain within budget. At M7 £406K was predicted from

the Social Care Pressures grant but the final award was £61K less and since M7 the directorate travel budget was reduced by £30K.

Within Adults Services the year end outturn underspend of £989K is much better than that predicted at M7 (£943K) mainly as a result of continued care provision mainly within Usk and the South of the County delivered through reablement as opposed to the external domiciliary market. Also there have been some additional property sale income received prior to year-end which had previously been expected in April.

Children's Services have experienced significant demands since M7 resulting in an outturn overspend of £1.45M, compared to that previously forecast at M7 of £561K. Legal costs have overspent by £230K, with £252K spent on Legal costs after the M7 forecast. Alternative legal provision has been mapped out with the Head of Law as we move into the new financial year. Looked After Children numbers have significantly increased from 148 reported at M7 to 172 at outturn a rise of 24, with an additional 18 placement since M7 costing £341K and within younger people's accommodation 6 placements costing a total of £489K.

Public Protection overspent by £10K which given it operates on a very small budget of just £1.4M to provide its wide range of services such as Trading Standards, Environmental and Public Protection, Licensing, Health & Safety and Registrars is a pleasing result.

- Children and Young People (net £637k overspend)

Service colleagues reported **School Budget Funding** moved from breakeven at month 2 to £185k surplus at month 7, based largely on capitalising expenditure (£125k) and anticipating redundancy and settlement agreements being borne by corporate redundancy budget. The outturn was an uncommitted **£67k surplus** not allocated to schools. **Resources Divisions** are now anticipating a £33k surplus, caused by net vacancies and reduced hours. **Standards subdivision** exhibited an **outturn overspend of £737k**. It had previously anticipated a forecast £471k overspend reported as largely the consequence of continued reduced residential place numbers at Mounton House as MCC considers the future use for the facility. Since month 7 the cost deficit in Standards Division has increased by a further £266k.

CHILDREN & YOUNG PEOPLE DIRECTOR'S COMMENTARY

The Directorate's Month 12 position is a forecasted overspend of £637,390 which is an increase on the month 7 forecast over spend of £307,942. Included in the overspend are two areas of expenditure that were not reported in the directorate for month 7, the first is £108,500 relating to severance agreements in schools, where some of the costs have been borne by the directorate, in the previous forecast these were reported centrally. The second is £48,907 which is provision for school based redundancies. The redundancies will not take place until August, but have already been agreed by the Governing Body.

The Additional Learning Needs budget continues to remain under significant pressure due to the requirement to support more of our pupils with complex needs. This is not a simple picture of additional costs, officers have been managing these costs to keep these to a minimum while ensuring the young person is supported. In addition, there have been new complex additions to the number of children requiring support; these can be significant and

the part year impact of one of these placements is as much as £50,000. It is important to note that the pressure of supporting children within mainstream Monmouthshire schools is a more significant pressure than the out of county pressure.

While the recoupment income for the authority has increased since month 7, the pressure for Mounton House remains. The future of Mounton House is a key focus of the Additional Learning Needs (ALN) Review.

Schools and CYP budgets remain exceptionally challenging across Wales and Monmouthshire is no different. The year end balances for our schools show a collective deficit of £232,404. However this is an improvement of £496,352 since month 7. Recovery plans are a significant focus for schools in a deficit, with the Governing Body and Local Authority working collectively to agree the improvements required.

3.3 2018/19 Budget Savings Progress

3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2018-19 as part of the MTFP budgeting process.

In summary they are as follows,

Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2018-19	£000	£000	£000	£000
Children & Young People	(631)	(475)	0	(156)
Social Care & Health	(925)	(795)	0	(130)
Enterprise	(242)	(138)	(94)	(10)
Resources	(746)	(508)	(239)	0
Chief Executives Units	(1,296)	(1,060)	(78)	(159)
Corporate Costs & Levies	(25)	0	(25)	0
Appropriations	(396)	(396)	0	0
Financing	(800)	(740)	0	(60)
DIRECTORATE Totals	(5,061)	(4,112)	(436)	(515)

3.3.2 Mandated saving performance is running at 81% of budgeted levels, with currently £515,000 being deemed potentially unachievable, and a further £436,000 to be delayed to later years. This decrease in achievability forecasting (5%) is predominantly shown in Social Care and Children and Young People Directorates

3.3.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.

3.3.4 Consequently the savings appendix (appendix 1) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are highlighted as requiring further work to crystallise or exhibit an anticipated degree of volatility.

3.3.5 Stronger Communities Select Portfolio

Resources Directorate & Corporate

- Delayed savings are anticipated in respect of the likely introduction of the Revenues sub division's new document image system (£10k), the Procurement gateway review £150k appears to exhibit little progress to date, savings from more zealous use of duplicate payment software (£25k), and the reviewing of technology and systems and introduction of chatbot functionality (£79k) all report delays in implementation and the timing when savings crystallise.

Ex Enterprise (ENT) Directorate

- The Future Monmouthshire initiative was part of Enterprise Directorate at budget setting time, but has since moved to Resources Directorate. A Council wide target, overseen by Future Monmouthshire colleagues, to reduce agency costs by £80k is reported unlikely to be delivered. Similarly a shortfall to increase fees and income by £32k has fallen short by £10k and the presumption to reduce Council travel costs by £72k this year is likely to fall short of aspiration by circa £14k.

3.3.6 Economy & Development Select Portfolio

Ex Chief Executive's Office/Operations now Enterprise Directorate

- Approved car park price increases weren't introduced in April reducing the anticipated income levels (£21k). The civic amenity (CA) site opening time reductions haven't been introduced resulting in £13k saving shortfall. The matter has fallen into a wider CA sustainability review during 2019-20 commissioned with Waste and Resources Action programme (WRAP).
- The savings agenda within PTU were significant and wide ranging and involved significant officer time outside of core PTU team. Latest anticipation from a current retendering exercise still suggests a £29k shortfall on the £171k estimated. The £30k saving from reducing payments to contractors but providing a more timely cashflow has been reviewed, as it potentially discourages take up, and perpetuates a need for multiple approaches. The service has trialled a successful payment on account process, and has instead chosen to take an increased saving from the successful pilot of personal transport budgets. The extended provision of in-house Additional Learning Needs (ALN) transport service designed to deliver £41k, is not as advanced as other PTU practice changes currently, and the saving of £49k from Raglan training is only anticipated to deliver £20k additional income this year.
- The £100k proposal to effectively sell Recycling activity targets to a neighbouring authority to avoid their penalisation hasn't been progressed, as they've received a relaxation to potential sanctions. £35k of the seasonal garden waste income saving has been achieved leaving a £5k shortfall.

3.3.7 Adult Select Portfolio

- Adult social care proposals are reported to have delivered the full extent of proposed £638k efficiencies. Adult services exhibited £181k overspend during the year, mainly in Adult disability service provision. Members may wish to explore the Adult practice change savings presumption in respect of how and if it relates to disability services.
- The additional income predicted from Meals on wheels (£15k) isn't yet manifest, and the increasing cost of meals on wheels has had a perceived reduction in demand resulting in a greater pressure to service.

3.3.8 Children and Young People Select Portfolio

Social Care & Health (SCH) Directorate

- Whilst not a “true” net saving, a 4 year financial recovery improvement target was established by the Children’s service to compensate for £560k pressure anticipated. Up until month 7, the financial volatility experienced within Children’s Services was absorbed by wider Social Care savings. However the Children’s Services outturn instead introduced a net £1.1m demand pressure (excluding staffing overspends). So the recovery plan Social Care are working with would seem to benefit from review/update especially as Children’s’ services remains one of the more volatile budgets within the Council, where individual decisions can result in significant consequences, so the position will need to be closely monitored through the year.

Children and Young People (CYP) Directorate

- Children and Young people Directorate colleagues reported at month 7 that a £20k shortfall in anticipated income from breakfast club income, and £15k shortfall in being able to adjust premature retirement budget. At outturn it instead reports that shortfall in income from breakfast clubs is £78k, that the shortfall on premature retirement saving has improved and reduced to £10k, but that none of the saving in relation to Mouton House (£68k) has been achieved.

3.4 Capital Position

3.4.1 The summary Capital position at outturn was as follows,

MCC CAPITAL BUDGET MONITORING 2018-19 AT Outturn by SELECT COMMITTEE						
SELECT PORTFOLIO	Actual Spend at Outturn	Slippage Brought Forward	Total Approved Budget 2018/19	Capital Slippage to 2019/20	Revised Capital Budget 2018/19	Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	23,024	9,360	24,406	(2,219)	22,187	837
Adult	1,268	0	1,268	0	1,268	(0)
Economic & Development	31,626	98	32,100	(465)	31,635	(9)
Strong Communities	14,393	2,376	21,372	(7,166)	14,206	187
Capital Schemes Total	70,311	11,836	79,146	(9,850)	69,296	1,015

3.4.2 Additions

Major revisions to the capital programme within year included Cabinet approvals for The Asset Investment Fund (£50m over 3 years), 'J' Block at Usk County Hall (£1,300K), The Cardiff Region City Deal (£1.004k), £1,040k for the Crick Road Care Home and £994k for the Abergavenny Public Realm scheme.

The Council derived an extra £1.3m in year in the form of additional capital grant. £894k of this was utilised in improving the revenue position exhibited in above. A report was presented to Council on 21st February indicating the use of the extra £1.34 capital grant, at the time there was still £416k to be allocated to particular schemes. The residual has been subsequently utilised upon,

Further capitalising major vehicle repair costs	£320k
Provision of catering trailer/pod at Caldicot castle	£14k
Cleaning equipment and machinery	£14k
Biotech machine for health spa	£8k
Laptops	£46k
Borough Theatre Sound & Lighting Equipment	£14k

In March 19 the Council also received details of an extraordinary schools capital grant award totalling £994k, such that the capital monitoring workbook is further complicated at year end by the need to manufacture a position acceptable to Welsh Government (WG) around this award, as despite it being very late in the financial year it was important for WG to report it as 2018-19 spending. So rather than pragmatically agreeing for it to be rolled forward to 2019-20 intact, Welsh Government required it be demonstrably used on any existing schemes (in MCC case property maintenance schemes) with a proviso that the extra headroom that it released be made available in 2019-20 to allow works on “new” school schemes. The way it has been shown is artificial in suggesting that grant award was double what was actually received (i.e. £1.99m) but with a related Property maintenance budget reduction the overall budget and spend activity remains correct at outturn.

3.4.3 Outturn

Capital expenditure forecasts during the year anticipated an overspend in respect of 21st Century Schools building projects at the old Caldicot Comprehensive (£738,612) and at the old Monmouth Comprehensive (£346,230) due to project management costs incurred over a longer timeframe and greater incidence of asbestos remediation from ground and demolished buildings than anticipated upon survey. The Monmouth school overspend is still predicted but not incurred as at end of 2018-19 and so will fall into 2019-20 as a funding pressure. The prospective Caldicot school activity has resulted in a year end overspend of £737k which has been financed by unsupported borrowing.

Vehicle purchases financed by borrowing (£330k) show as an overspend as the decision to purchase rather than lease introduces a capital expenditure commitment to the capital programme not budgeted for, the reality is that traditional revenue leasing payments are instead utilised in affording capital repayments.

IT in schools also exhibited a £160k overspend, as service colleagues underestimated the work still to be completed on this project when calculating 2017-18 slippage. The balance of funding has been afforded by IT reserve.

3.4.4 Slippage to 2019-20

Service officers have to provide details of any slippage requests at outturn, for consideration by section 151 officer. Commonly there is a trend for colleagues to assume spend on budget through the year, but then report a need for slippage at outturn due to inclement weather, a health and safety need or not being able to plan the spend at schools for periods when pupils are absent. In previous years a detailed assessment was undertaken as to whether the requests were true slippage or more reasonably simply an underspend. Unfortunately for 2018-19 this level of analysis hasn't been possible due to capacity aspects, and consequently most slippage requests have been accepted on face value. Ignoring the commercial investments volatility caused by presuming 3 equal budgets over next 3 years, the upshot is since month 7 that slippage levels reported as necessary have doubled.

Total Slippage at Outturn was (£9,858k), which mainly relates to Abergavenny Community Hub (2,231k), the Usk County Hall 'J' block refurbishment program (£2,139k), Future Schools (£981k) and School Maintenance schemes (£994k).

There is also slippage of £1,606k in Grant funded Infrastructure and Waste Recycling schemes due to very late awards from the Welsh Government during the financial year.

Slippage of .£733k is contained within 22 individual S106 schemes reportably the consequence of mainly non Council controllable influences, and this is reasonable for new schemes where there is commonly a degree of consultation and engagement necessary, however it is noticeable that some schemes slipped from previous years also indicate limited activity.

Further schemes slipped include, The Capital Region City Deal (£331k), Car Park refurbishments and Ticket Machine improvements (£257k) specifically £223k in relation to the Granville Street / Wyebridge Street car parks.

3.5 Capital Financing and Receipts

3.5.1 Given the anticipated capital spending profile reported in para 3.4.1, the following financing mechanisms are expected to be utilised.

CAPITAL FINANCING SCHEME	Annual Financing	Total Approved Financing Budget 2018/19	Budget Slippage to 2019/20	Revised Financing Budget 2018/19	Forecast Capital Financing Variance 2018/19
	£000	£000	£000	£000	£000
Supported Borrowing	2,410	2,410	(0)	2,410	0
General Capital Grant	2,824	2,824	0	2,824	0
Grants and Contributions	13,157	13,238	0	13,238	(81)
S106 Contributions	985	2,302	(1,317)	985	(0)
Unsupported borrowing	42,216	48,132	(6,956)	41,176	1,040
Earmarked reserve & Revenue Funding	281	174	(169)	5	276
Capital Receipts	8,401	10,032	(1,408)	8,624	(223)
Low cost home ownership receipts	37	34	0	34	3
Unfinanced	0	0	0	0	0
Capital Financing Total	70,311	79,146	(9,850)	69,296	1,015

3.5.2 Variance in Funding Explanations

- Unsupported borrowing £1,040k over due to Caldicot Schools overspend (£738k) and the financing of vehicle purchases instead of being leased (£303k).
- Earmarked Reserves overspend, are for the unbudgeted ICT Schools (£159k) scheme and an unbudgeted call on the Plant & Equipment Reserve of (£116k) for Highways vehicles
- Underspends on Capital Receipts funded schemes due to non- slippage of the County Farms Maintenance (£98k), Caldicot Cross destination scheme (£35k), Fixed Asset disposal costs (£57k) and Upgrades to School kitchens (£20k).

3.6 Useable Capital Receipts Available

3.6.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2018/22 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast at outturn

TOTAL RECEIPTS	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Balance b/f 1 st April	3,411	4,425	9,738	15,515
Add:				
Receipts received in YTD	9,321			
Receipts forecast received	0	7,570	6,236	1,000
Deferred capital receipts	94	98	100	102
Less:				
Receipts to be applied	(8,401)	(2,355)	(559)	(559)
Set aside	0	0	0	0
Predicted Year end receipts balance	4,425	9,738	15,515	16,058
Financial Planning Assumption 2018/22 MTFP Capital Budget	856	6,122	8,861	10,599
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	3,569	3,616	6,654	5,459

3.6.2 At outturn, a total of £1,406k Capital receipts will be slipped, consisting mainly of £981k for the New Monmouth Comp – 21c Schools scheme, which will be slipped due to contract delays, £335k will be slipped in Highways, £41k for the Replacement Cattle Market adaptations and £51k for The Caerwent House repairs.

- 3.6.3 The balances forecast to be held at the 31st March each year are higher than original MTFP forecast due to a re-profiling of the LDP receipts for land at Undy (Rockfield Farm) and Crick Road.
- 3.6.4 As part of 2019-20 budget deliberations it was anticipated that 2018-19 year end receipt balances would be sufficient to allow proactive setaside to reduce the capital financing requirement and resulting in a saving of £120k in minimum revenue provision payments in 2019-20. However the Crick Road element of the receipts balance (£2.7m) is effectively fettered from use by a negotiated condition that compels the Council upon request to repay the receipt back to Melin should it not be in a position to facilitate a workable and affordable drainage solution for the site by September. Consequently it would be imprudent to set aside that balance or use it to afford capital expenditure until that condition has fallen away. As a result this paragraph forewarns of a need for Council services to afford that £120k shortfall in 2019-20.
- 3.6.5 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.

3.7 Reserves

Reserve Usage

- 3.7.1 Revenue and Capital monitoring reflects an approved use of reserves. The expenditure element is shown in Directorate budgets, but the financing is part of the appropriations budget. A specific analysis is undertaken at every formal periodic monitoring exercise to establish whether reserve cover conveyed to them by members will be fully utilised within the financial year. Where it is apparent this will not be the case, both the reserve movement budget in appropriations budget and the expenditure within service directorate is adjusted. This is to prevent any imbalance in the bottom line position for net cost of services.
- 3.7.2 Obviously at the year end the situation is far more explicit, and instead the review revolves around whether reserve cover is slipped forward, or whether the original approval is so historic in nature as to lapse and require officers to reconfirm costs and intentions with members. The position implicit in the outturn activity is as follows,

	2017/18	2018/19					C/F
	C/F	Slipped Reserve Usage from 1718	In Year Contribution To Reserve	In Year Contribution from Reserves for Revenue Purposes	In Year Contribution from Reserves for Capital Purposes	Delayed Expenditure Contributions Slipped forward into 19/20	
Council Fund (Authority)	-7,111,078						-7,111,078
School Balances	-175,225			407,629			232,404
Sub Total Council Fund	-7,286,303			407,629			-6,878,674
Earmarked Reserves							
Invest to Redesign	-1,302,343	29,000	-68,476	258,652		0	-1,083,167
IT Transformation	-734,881	111,913	0	114,000	159,505	-129,675	-479,138
Insurance and Risk Management	-1,046,416	0	0	27,673		0	-1,018,744
Capital Receipt Generation	-347,139	72,072	-49,688	81,343		-35,468	-278,880
Treasury Equalisation	-990,024	0	0	0		0	-990,024
Redundancy and Pensions	-496,813	0	0	163,978		0	-332,835
Capital Investment	-648,336	0	0	0	4,999	0	-643,337
Priority Investment	-686,751	88,000	0	598,752		-405,000	-405,000
Other Earmarked Reserves	-1,121,237	0	-615,934	325,724	116,458	-86,471	-1,381,460
Total Earmarked	-7,373,942	300,985	-734,098	1,570,121	280,962	-656,615	-6,612,587
Total Reserves	-14,660,245	300,985	-734,098	1,977,750	280,962	-656,615	-13,491,261

3.7.3 The Council fund balance ended the financial year at £6.9million. As a financial planning assumption, the level of Council Fund reserves should be between 4% - 6% of net expenditure. Based on a budgeted net expenditure (excluding Police and Community Council precepts) and before financing totalling £144.2 million, the outturn Council fund reserve level equates to 4.8%, which remains towards the middle of agreed acceptable levels.

3.7.4 Consequently it is proposed to utilise the small year end revenue surplus in replenishing earmarked reserves. The £49k surplus is advocated to replenish the capital receipts regeneration reserve, which is used to afford a proportion of Valuations team costs going forward associated with incentivising and bringing forward improved capital receipts to assist with affording Member capital expenditure funding aspirations.

3.7.5 Invest to redesign also received a small in year bolster in the form of Social care repaying the last instalment (£40k) of their software system costs. Priority investment reserve has had a declining balance in recent years, without significant replenishment, as service managers are directed toward invest to redesign and the need to consider potential payback/save mechanisms. After existing commitments expire there would be a £28k uncommitted sum on the priority Investment Reserve, it is proposed to move that to Invest to Redesign reserve effectively closing and expiring the priority investment reserve.

3.7.6 Despite these movements, earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design.

3.7.7 Other earmarked reserve balances have received service specific contributions of £616k in the form of,

CYP maternity	-135,653
Homeless Prevention Reserve Fund	-40,267
Solar Farm Maintenance & Community Fund	-18,000

Newport Leisure Park Reserve	-61,899
Castlegate Reserve	-79,500
Local Resilience Forum Reserve (Gwent PCC Tfr)	-115,090
Elections Reserve	-25,000
Grass Routes Buses Reserve	-5,000
Rural Development Plan Reserve	-135,525

Schools Reserves

3.7.8 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing their school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools.

3.7.9 The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of which for each school are included in Appendix 2, together with an indication of any recovery plan targets agreed and how close the Governing Body is in satisfying that responsibility.

3.7.10 In summary form the outturn school balances were,

	Opening Reserves 2018-19 (surplus)/deficit	In year position at Outturn (surplus)/deficit	Outturn Position (surplus)/deficit
Combined balance	(£175,225)	£407,629	£232,404

3.7.11 Whilst any extraordinary funding from WG and beneficial revisions to budgeted draw on reserves will sustain the reserve situation for longer than is often forecast or predicted, it remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional impetus to governing bodies to address the need to remain within budget going forward rather than passporting the consequences to their reserves, given that collective flexibility is now pretty much exhausted.

3.7.12 Our Fairer Funding Regulations agreed between Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed in 2016-17, (which coincides quite closely with declining net balance above) to allow licensed deficits where a collective schools balance can afford, and changed again in 2018 to allow deficits where a recovery plan is agreed and followed.

The following table exhibits the net trend in use, indicating collectively schools are currently using reserves at a considerably faster rate than they have replenished them traditionally.

Financial Year-end	Net level of School Balances £'000
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)

2016-17	(269)
2017-18	(175)
2018-19 outturn	232

3.7.13 There are however weaknesses in the forecasting approaches of individual schools, such that the budgeted forecast will seldom match the reality, this is compromised still further where Welsh Government continue to provide beneficial adhoc funding late in the year, rather than allowing a more planned and future generations compliant assessment of need.

For instance, whilst extraordinary Welsh Government grant of £344k in the last quarter of 2017-18 would have had a beneficial effect on balance levels, collectively schools only actually used £94k of their reserves for the year, a £900k variation in original forecasting. That sort of volatility potentially makes it very difficult for senior education authority (LEA) colleagues and Members to predict the necessary action from year to year.

During this year (2018-19), schools were predicting a budgeted collective use of balances of £658k in agreeing their sc52 budgets with LEA colleagues. At month 2 schools revised this to £798k, at month 7 revised it again to £926k, and internally at month 10 the forecast was further revised to £777k. The outturn activity was actually a collective use of reserves of £407k, a beneficial effect of over £0.5m since members last formally saw proposed reserve level predictions.

3.7.14 Members may recall during the year, (at month 2) Cabinet agreed to alterations to Fairer Funding guidance available to governing bodies, in an attempt to strengthen forecasting arrangements helpfully recognising that the problem is not so much with schools actual use of reserves but more to do with their forecast or budgeted draw. The bringing forward of Recovery Plan submissions, to be consistent with annual budget consideration, was designed to provide a better quality of data/information on which to consider the approval of any deficit budget, and would be reassuring to Members that any annual deficit volatility is accommodated within a multi year budget strategy.

3.7.15 There is some evidence from narratives in Appendix 2 and extent of recovery figures provided, that this change is reducing the hiatus between reporting problem and reporting solution, as far fewer schools end the year in deficit without an agreed recovery plan, and those in deficit (in the main) exhibit progress consistent with planned reduced deficit .

3.7.16 Based on school's predictions, general trends can be extrapolated, so 12 schools started this year in deficit. 15 schools finished the year in deficit, and that position remains particularly acute in the 4 secondary schools, despite being mitigated by some encouraging practice with 1 secondary school coming out of deficit in 2017-18 and remaining in surplus for 2018-19, of 2 making material inroads into their deficit position during 2018-19, however the deficit position at Monmouth Comprehensive skews reporting as it exhibits a deficit position ultimately more significant than the rest of net school balances combined. The school is one of those updated through the 1st tranche of future schools funding, so should have facilities most advantageously designed around improved efficiency and pedagogical requirements, so Children & Young People Select members should retain a focus during 2019-20 to check that circa £300k of savings remain on track during the year consistent with recovery plans agreed.

3.7.17 Also of heightened focus to Select members going forward should be those primary schools with a deficit balance of over £50k at end of 2018-19, most of which, other than Raglan exhibited a declining position during 2018-19 i.e. Magor, Undy, Llandogo, St Mary's, Raglan and Thornwell.

3.7.18 Within the reserve balance movements, the most significant and advantageous replenishment within the year related to Mounon House special school, which has moved from deficit to £141k surplus by year end, which is prudent recognising that costs of future change associated with the school are probable.

4 REASONS

4.1 To improve budget monitoring and forecasting information being provided to Senior Officers and Members.

5 RESOURCE IMPLICATIONS

5.1 As reported.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

6.1 The decisions highlighted in this report have no equality and sustainability implications.

7 CONSULTEES

Strategic Leadership Team
All Cabinet Members
All Select Committee Chairs
Head of Legal Services

8 BACKGROUND PAPERS

Outturn Monitoring Reports
<http://corphub/initiatives/Budgetmon/Lists/20182019%20links/Tiles.aspx>

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Appendices (attached below)






Appendix 1 Mandated Savings Progress Report
Appendix 2 School Reserves

Appendix 1 – Savings Matrix




Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment	ASSESSMENT of Progress	Risk of current forecast saving NOT being achieved (High / Medium / Low)
	£000	£000	£000	£000	£000		
REVENUE MONITORING 2018-19							
Children & Young People	(631)	(475)	0	(156)			
Social Care & Health	(925)	(795)	0	(130)			
Enterprise	(242)	(138)	(94)	(10)			
Resources	(746)	(508)	(239)	0			
Chief Executives Units	(1,296)	(1,060)	(78)	(159)			
Corporate Costs & Levies	(25)	0	(25)	0			
Appropriations	(396)	(396)	0	0			
Financing	(800)	(740)	0	(60)			
DIRECTORATE Totals	(5,061)	(4,112)	(436)	(515)			

Children & Young People		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
CYP1	Federated school model	(32)	(32)				Saving achieved	low
CYP3	General 5% reduction on supplies & services	(132)	(132)				Saving achieved	Low
CYP4	Reduce school premature retirement budget	(50)	(40)		(10)		Partially achieved	Medium
CYP2	CYP - Increased fee & charges income - Breakfast clubs	(125)	(47)		(78)		Income reduced by £50k and additional staffing cost to cover sickness absence	High
	CYP Acceleration of ALN review	(107)	(107)				The overspend of £251k for school resource and action fund is a result of pupils being supported in their local school. The alternative would be expensive placement costs.	Medium
	CYP - Mouton House Increase Charges	(68)			(68)		The overspend is £277k, which is an improvement of £60k from month 7. This will include mainstream recoupment income. The number of pupils attending both day and residential placements has reduced.	High
	CYP - Reduction in ISB for new schools maintenance budget reduction	(117)	(117)				Saving achieved	Low
CHILDREN & YOUNG PEOPLE Budgeted Savings Total		(631)	(475)	0	(156)			










Social Care & Health		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
SCH1	Adult Services Practice Change	(638)	(638)					Low
SCH2	Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	0		(113)		This savings target was seen as high risk and as such effectively cancelled out by an equivalent pressure in the MTFP.	High
	SCH - Increased fee & charges income - Meals on wheels	(15)	0		(15)		Meals sales have fallen since the increased price to below 1,000 weekly sales at times, with no additional private meal sales during the year.	High
	SCH - Increased fee & charges income - Registrars	(12)	(12)				Additional income has been made from an alternative source through increased wedding ceremonies	Low
	SCH Targetted reduction high cost placements posts	(147)	(145)		(2)			Low
	SOCIAL CARE & HEALTH Budgeted Savings Total	(925)	(795)	0	(130)			

Enterprise		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
ENT (Fut Mon)	Increased fee & charges income - Further 2.5% increase for	(32)	(22)		(10)		Not all fee income streams could be increased by 2.5%	Medium
ENT (Fut Mon)	Targetted reduction in agency costs	(80)		(80)			No savings were forthcoming in 19/20. Further work to be undertaken in 19/20.	High
ENT (Fut Mon)	Decrease travel costs (travel free weeks, digital use, car sharing, pool car use)	(72)	(58)	(14)			Not all savings could be achieved. Further work to be undertaken in 19/20.	Medium
ENT (Fut Mon)	Targetted reduction in overtime	(28)	(28)				Achieved	Low
ENT	Community hubs- vacant post freeze and software savings	(30)	(30)				Achieved	Low
ENTERPRISE Budgeted Savings Total		(242)	(138)	(94)	(10)			

Chief Executive's Unit		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
OPS2	Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)	(83)	(17)			Price increase was implemented but not until June hampering the level of income achievable in the year. An overall downturn in car park income has meant that these savings could not influence the budget position as intended.	Low
OPS3a	Car Parks 10% increase in permits	(10)	(9)	(1)			Mostly achieved, although an overall downturn in car park income has meant that these savings could not influence the budget position as intended.	Low
OPS3b	Car Parks Increase resident permits from £40-£60	(3)	(3)				Achieved, although an overall downturn in car park income has meant that these savings could not influence the budget position as intended.	Low
OPS5	Car Parks Penalties increase to £70 discounted £35	(9)	(7)	(2)			Achieved, although an overall downturn in car park income has meant	Low
OPS6	Grounds/waste - Reduced opening hours at all CA sites	(13)	0		(13)		Not Achieved - Changes were not agreed	high
OPS8	Grounds/waste - Stop Bailey park bowls maintenance	(10)	(10)		0		Achieved	Low
OPS9	Grounds/waste - Rationalise shrub bed maintenance	(12)	(12)		0		Achieved	Low
OPS11	Grounds/waste - 1 year freeze of Head of waste post	(40)	(40)		0		Achieved	Low
RES1	Property - School meals Price Increase (net after 2.5% RPI)	(23)	(23)				Achieved	Low
RES2	Property income - External Fees (net after 2.5% RPI)	(19)	(19)				Achieved through alternate means.	Low
RES3	Property - Council wide Postage savings	(5)	(5)				Achieved through alternate means.	Low
OPS12	Highways - Road Traffic Incident recovery of costs	(15)	(15)				Achieved	Low
OPS13	Highways - Improved Plant utilisation/recovery	(40)	(40)				Achieved	Low
OPS14	Passenger Transport - Route 65 changes	(25)	(25)				Achieved	Low
OPS15	Passenger Transport - CPC Staff Training	(9)	(9)				Achieved	Low
OPS16	Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)	(26)				Achieved	Low
	CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs	(30)	0		0		Service decision not to compromise payments to providers, and instead take a greater proportion from personal travel budget initiative.	Low
	CEO/OPS - PTU- DPS retendering and route optimisation	(171)	(142)	(29)			Mostly achieved.	Low
	CEO/OPS - TRANS - Independent fleet review	(20)	(20)				Fleet review was undertaken and savings identified but a general increase in repair costs meant that the saving could not influence the outturn	Low

CEO/OPS - PTU Introduction of personal transport budgets	(31)	(61)				Achieved, £89k saving in practice	Low
CEO/OPS - PTU extended provision of MCC inhouse ALN transport service	(41)	0		(41)		Unachievable - Not progressed	High
CEO/OPS Highways - Insuring Full overhead recovery on all works	(140)	(140)				Achieved	Low
CEO/OPS Highways - displace core costs with grant	(200)	(200)				Achieved	Low
CEO/OPS Raglan Training Centre income increase	(49)	(20)	(29)			Part achieved - further work to be undertaken in 19/20 to increase income.	Medium
CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges	(100)	(100)				Achieved	Low
CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.	(16)	(16)				Achieved	Low
CEO/OPS Apportionment of Waste Recycling (BGCBC)	(100)			(100)		Not Achieved - The proposal was stopped by BGBC as their SLT/CLT decided against it. We don't have any other sources of income or scope for efficiency savings.	High
CEO/OPS Seasonal Garden Waste	(40)	(35)		(5)		Part Achieved - Reduction in numbers.	Medium
CHIEF EXECUTIVES' UNIT Budgeted Savings Total	(1,296)	(1,060)	(78)	(159)			

Resources		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
RES7	Schools based Revenues SLA (to reflect actual)	(39)	(39)				Achieved	Low
RES8	Comino system change	(10)	0	(10)			Not Achieved - Delays in introducing new system meant we could not cancel contract as originally planned, as Torfaen had some unexpected delays	High
RES9	Housing Benefit team savings	(8)	(8)				Achieved	Low
RES10	Insurance staff saving	(26)	(26)				Achieved	Low
RES11	IT Equipment budget saving	(30)	(30)				Achieved	Low
RES12	SRS saving	(50)	(50)				Achieved	Low
RES13	Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)	(133)				Achieved	Low
	RES (Corp Lan) Commercial Property investment income	(30)	(30)				Achieved	Low
	RES (Procurement - freeze, cease or consolidate non essential spend)	(155)	(155)				Achieved	Low
	RES (Procurement - third party supplier spend reduction)	(29)	(29)				Achieved	Low
	RES (Procurement - Gateway Review)	(150)	0	(150)			Not achieved	High
	RES (Reviewing Technology and Systems and Utilisation of Automation and AI)	(87)	(8)	(79.0)			Not Achieved - Digital works programme is continuing to be implemented. Outcomes currently being assessed to measure extent of additional service resillience, cost reduction, quality improvements and resource efficiency, in order to assess extent of financial savings possible in 19/20.	High
RESOURCES Budgeted Savings Total		(746)	(508)	(239)	0			

Corporate Costs & Levies		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
	RES (Procurement - supplementary duplicate payment review)	(25)		(25)			Exercise not undertaken within timeframes	High
CORPORATE COSTS Budgeted Savings Total		(25)	0	(25)	0			
Appropriations		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
	Interest Payable	(533)	(533)				on target	Low
	Interest Receivable	136	136				on target	Low
	MRP	51	51				on target	Low
	APP - Utilise more short term variable borrowing	(50)	(50)				on target	Low
APPROPRIATIONS Budgeted Savings Total		(396)	(396)	0	0			
Financing		2018/19 Budgeted Savings	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress	'Risk of current forecast saving NOT being achieved (High / Medium / Low)
		£000	£000	£000	£000	£000		
FIN1	Council Tax Increase from Base changes (net of CTRS)	(435)	(375)		(60)			Medium
	FIN - Council tax gain upon completions	(220)	(220)				Depends upon completion activity	Medium
	CTRS	(95)	(95)				Adoption of universal credit may influence extent of CTRS demand	Medium
	FIN - Further Reduction in Council tax reduction scheme budget	(50)	(50)				on target	Medium
FINANCING Budgeted Savings Total		(800)	(740)	0	(60)			

Appendix 2 – Individual Schools Reserves

	Opening reserves 2018-19 (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery	Recovery	Recovery	Recovery	Recovery Plan Comments	
					Plan Target balance	Plan Target balance	Plan Target balance	Plan Target balance		
					2018-19	2019-20	2020-21	2021-22		
Abergavenny cluster										
E003 King Henry VIII Comprehensive	162,460	(79,663)	82,797	The income forecast for Education Achievement Service School2School Support and Pioneer School income was conservatively estimated at Month 7 as the full extent of the projects was not known. The actual income generated by the School was at least £34,000 more at Year End.		71,901	(7,045)	(77,960)	5 year recovery plan required and confirmation of Education Achievement Service income awaited.	
E073 Cantref Primary School	(65,965)	(22,426)	(88,391)	Education Achievement Service income received at Year End was £6,000 more than forecast at Month 7. Additionally, £3,000 Donations and £4,000 Additional Learning Needs income has been received since Month 7. Premises costs £4,000 less due to final Energy recharges to the School.						
E072 Deri View Primary School	(40,000)	(40,000)	(80,000)	Additional Learning Needs funding awarded post Month 7 to support staff costs that were already in place due to an identified need.		(30,402)	(7,690)		Senior Teacher Secondment and Support Staff reorganisation	
E035 Gilwern Primary School	(52,253)	(2,998)	(55,251)	Confirmation of Education Achievement Service income for Pioneer School projects received after the Month 7 meeting coupled with refurbishment costs eligible for Capital funding.						
E037 Goytre Fawr Primary School	(10,803)	8,066	(2,737)							
E093 Llanfoist Fawr Primary School	(49,580)	35,238	(14,342)							
E044 Llanfihangel Pertholey CiW Primary School (VC)	(4,440)	14,082	9,643	Staff absence during the second part of the financial year is some £30,000 more than at the Month 7 forecast. Although there is an element of offset due to compensation income.		(2,866)	(17,755)		Full year effect of 3 Teaching Assistant redundancies.	
E045 Llanfihangel Crucorney Primary School	(511)	(33,830)	(34,341)	The Federation of the School with a shared Head teacher which was partially funded by the Small and Rural Schools grant resulted in substantial savings.		(4,857)				
E090 Our Lady and St Michael's RC Primary School (VA)	7,084	7,086	14,170			10,182	(1)		Additional pupil numbers, Full Year Effect of Staff changes and revised contracts.	
E067 Ysgol Gymraeg Y Fenni	(58,965)	7,659	(51,306)	Secondment of Deputy Head teacher from 1/1/19 (£15,200) , Local Authority Early Years funding (£15,000) , and Education Achievement Service income not anticipated at Month 7 (£10,000)						

	Opening reserves 2018-19 (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Comments
					2018-19	2019-20	2020-21	2021-22	
Caldicot cluster									
E001 Caldicot School	100,637	(35,624)	65,013	Additional Education Achievement Service income received for projects and initiatives and only confirmed after the Month 7 Budget Monitoring Meeting.		30,645		1.35% of funding (£6.2)	Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to bring school back into surplus by end of 19-20.
E068 Archbishop Rowan Williams CiW Primary School (VA)	(79,455)	6,049	(73,406)	Executive Head arrangement with Magor School continued for the Autumn and Spring terms which resulted in a further £24,900 saving.					
E094 Castle Park Primary School	43,659	(19,887)	23,772		0	(1,422)	(19,802)	(25,229)	Recovery Plan reviewed with new Head teacher
E075 Dewstow Primary School	(105,626)	(3,016)	(108,642)	Resources allocations under spent by a total of £15,000, Additional Learning Needs funding of a further £15,000, Thrive training income of £7,000 and Teacher Maternity Leave savings of £10,000 from the later part of the Autumn term.					
E034 Durand Primary School	(71,665)	42,578	(29,087)	Education Achievement Service income received at Year End was £3,500 more than forecast at Month 7. Grounds Maintenance Costs were £3,000 less and Utility Costs were £1,000 less than forecast. A £2,200 Property Services accrual relating to 2017/18 was dropped					
E048 Magor CiW Primary School (VA)	19,227	35,424	54,651	Share of severance costs payment and the continuation of the Executive Head teacher arrangement with Archbishop Rowan Williams School.	(20,015)	13,348			The long term effect of the staff changes implemented by the Executive Head teacher to be built into an amended recovery plan.
E056 Roger Primary School	(26,145)	6,130	(20,015)						
E063 Undy Primary School	28,221	101,313	129,534	Staff absence and Foundation Phase class size pressure resulted in an additional £30,000 of cover/supply/agency costs, Premises costs were £6,000 more in terms of Building Maintenance and Energy, and there were an additional £11,000 of support staff costs linked to Additional Learning Needs pupils.		55,358	39,123	9,808	School will need 4 years to recover
E069 Ysgol Gymraeg Y Ffin	37,616	(4,637)	32,979	Education Achievement Service income received at Year End was £14,200 more than forecast at Month 7. Additionally, £1,200 more income regarding Maternity Compensation has been received. Other marginal savings totalling £760 were made during the last 5 months					The school are in the process of revising the recovery plan.

	Opening reserves 2018-19 (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Comments
					2018-19	2019-20	2020-21	2021-22	
Chepstow cluster									
E002 Chepstow School	(158,456)	107,795	(50,661)	Additional Education Achievement Service income received for projects and initiatives and only confirmed after the Month 7 Budget Monitoring Meeting. Income of £21,200 re SBM grant was received, which had not been forecast					
E091 Pembroke Primary School	(181)	13,420	13,239		63,593	(209)	(3,760)		A recovery plan was agreed with the Head and Deputy Head teacher on 13/7/18.
E057 Shirenewton Primary School	(118,599)	(13,494)	(132,093)	Income generation by the Head teacher increased in Quarter 3 and 4 coupled with extra Additional Learning Needs funding.					
E058 St Mary's Chepstow RC Primary School (VA)	(6,055)	69,648	63,593						The head has returned to the school and is currently agreeing a recovery plan with the Governing Body
E060 The Dell Primary School	(22,165)	5,776	(16,389)	Education Achievement Service income received at Year End was £11,200 more than forecast at Month 7. Additionally, £7,600 Donations income has been received since Month 7 and there has been a slight increase in costs overall of £2,800					
E061 Thornwell Primary School	9,565	44,157	53,722	Additional supplies and services expenditure (Resources) of £10,000, £7,000 extra spent on Premises maintainance costs plus £4,000 additional supply/agency costs.	0	(645)	(24,372)	(25,417)	Additional Pupil Numbers anticipated to be on roll January 2019.

	Opening reserves 2018-19 (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Comments
					2018-19	2019-20	2020-21	2021-22	
Monmouth cluster									
E004 Monmouth Comprehensive	423,951	114,375	538,326			240,781	56,720	(67,015)	School presented recovery plan in June 2018 to Cabinet Member. Currently on target.
E032 Cross Ash Primary School	(59,356)	5,206	(54,150)	Additional £7,000 Education Achievement Service income received after Month 7 and not expected at that time. Additional £4,000 Additional Learning Needs income received to fund existing Support Staff.					
E092 Kymin View Primary School	(34,657)	29,050	(5,607)						
E039 Llandogo Primary School	12,449	71,067	83,516	Supply costs due to staff absence and support for pupils.	(1,141)	(1,141)			
E074 Osbaston CiW Primary School (VC)	(635)	629	(6)	Savings on staffing costs and additional grant income					
E051 Overmonnow Primary School	(28,389)	46,862	18,473			0			Meeting scheduled for 11/12/18 however Nursery teacher to be replaced as at 1/1/19 and an experienced teacher retiring 31/8/19 so opportunities to reduce costs are available to the Head teacher
E055 Raglan CiW Primary School (VC)	147,743	(39,292)	108,451	Additional costs for utilities and reduction in income previously forecast.		62,644	35,366	17,177	Recovery plan projects surplus of £24,921 in 2022/23
E062 Trellech Primary School	(87,650)	15,667	(71,983)	Education Achievement Service income received at Year End was £7,500 more than forecast at Month 7. Additionally, £6,000 of income was received for NPQH Moderation and Assessors & £7,500 was received from University of Wales (UOW). The school incurred £5,700 less premises costs than expected and £3,000 less IT costs. Other marginal savings totalling £3,000 were made during the last 5 months					
E064 Usk CiW Primary School (VC)	(62,920)	53,009	(9,911)	Education Achievement Service income totalled £40,000 at year end the vast majority of this income was not included in the forecast for Month 7 as the bids had not been confirmed.					Education Achievement Grants anticipated but not yet confirmed plus confirmation and details of a Water Leak Rebate required
	(151,857)	545,419	393,562						
	Opening reserves 2018-19 (Surplus)/Deficit	Outturn Position (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Target balance	Recovery Plan Comments
					2018-19	2019-20	2020-21	2021-22	
Special Schools									
E020 Mounton House Special School	33,584	(175,089)	(141,505)	Education Achievement Service income received at Year End was £15,700 more than forecast at Month 7. Other additional income streams totalled £2,400. £24,500 additional SEN funding received. Saving of £5,400 re Transport costs. £20,000 of Thrive Training costs not incurred. £20,500 more costs re Staffing, offset partially by £13,000 of Supply and Maternity Compensation income	28,968	4,947	(39,683)		Month 2 indicates school will return to surplus this financial year.
E095 PRU	(56,951)	37,299	(19,652)						
	(23,367)	(137,790)	(161,157)						
	(175,225)	407,629	232,404						

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 7 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018-19	Recovery Plan Y/E target balance 2019-20	Recovery Plan Y/E target balance 2020-21	Recovery Plan Y/E target balance 2021-22	Recovery Plan Comments
Monmouth cluster									
E004 Monmouth Comprehensive	423,951	121,843	545,794	Staffing changes including one off costs for the school. The school are still looking to recover in the agreed time scale		240,781	56,720	(67,015)	School presented recovery plan in June 2018 to Cabinet Member. Currently on target.
E032 Cross Ash Primary School	(59,356)	23,878	(35,479)	Support Staff have resigned as at 31/8/18, a Maternity Leave has resulted in savings and Education Achievement Service Income has been anticipated within the forecast					
E092 Kymin View Primary School	(34,657)	20,228	(14,429)	Staff changes required for the new academic year have resulted in a projected overspend. These changes include: part time deputy head teacher being replaced with a full time deputy; a class teacher on main pay scale leaving and being replaced by a teacher on upper pay scale, and an additional TA required to support a pupil with ALN					
E039 Llandogo Primary School	12,449	54,941	67,390	The school have faced high levels of sickness resulting in supply costs.	(1,141)	(1,141)			
E074 Osprey CiW Primary School (VC)	(635)	17,592	16,957	Staffing changes for maternity and sickness has led to the increase in costs.					
E051 Osprey Primary School	(28,389)	44,190	15,801	Staff have been employed to provide one to one support for pupils with Additional Learning Needs and funding has not been back dated.					Meeting scheduled for 11/12/18 however Nursery teacher to be replaced as at 1/1/18 and an experienced teacher retiring 31/8/18 so opportunities to reduce costs are available to the Head teacher
E055 Raglan CiW Primary School (VC)	147,743	(58,972)	88,771	Staffing changes have resulted in additional savings		62,644	35,366	17,177	Recovery plan projects surplus of £24,921 in 2022/23
E062 Trellech Primary School	(87,650)	48,427	(39,223)						
E064 Usk CiW Primary School (VC)	(62,920)	80,331	17,411	Additional Foundation Phase teacher and Teaching Assistant to be employed from 1/9/18 which has resulted in a planned deficit. Additional Key Stage 1 top up funding will be triggered in 2019/20 and there will be an increasing pupil roll.					Education Achievement Grants anticipated but not yet confirmed plus confirmation and details of a Water Leak Rebate required
Teachers pay award		(17,750)	(17,750)	This will be allocated across the cluster to offset the pay award pressure for teaching staff					
	(151,857)	904,161	752,304						
Special Schools									
E020 Mounton House Special School	33,584	(115,464)	(81,880)	Some staff savings due to a member of staff finishing in August and not being replaced.	28,968	4,947	(39,683)		Month 2 indicates school will return to surplus this financial year.
E095 PRU	(56,951)	44,284	(12,667)						
	(23,367)	(71,180)	(94,547)						
Total for all clusters	(175,225)	832,981	657,756						

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SUBJECT: DRAFT APPRENTICE, GRADUATE AND INTERN (AGI) STRATEGY

MEETING: STRONG COMMUNITIES SELECT COMMITTEE

DATE: 11TH JULY 2019

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To present the draft Apprentice, Graduate and Intern (AGI) Strategy (2019-22) and the priorities contained within. To inform members of the proposed creation of an AGI Coordinator post to oversee the implementation of the AGI Strategy.

2. RECOMMENDATIONS:

- 2.1 The committee to scrutinise the revised draft Apprentice, Graduate and Intern Strategy, including amendments made to the strategy and appendices from feedback made by members at the 6th June Strong Communities Select Committee.
- 2.2 Subject to any recommendations made, Committee to endorse the draft Apprentice, Graduate and Intern Strategy for submission to Cabinet for approval on 31st July 2019.

3. KEY ISSUES:

- 3.1 The Council does not currently have a strategy in place to develop and support apprenticeship, graduate jobs and internships across the local authority. Apprentices, Graduates and Interns (AGI) are an asset to any organisation and can bring significant benefits to the business and existing workforce.
- 3.2 A need has been identified for a coordination role to support the Youth Enterprise Manager in delivering on the priorities of the Apprentice, Graduate and Intern Strategy (appendix 5 – AGI Coordinator Job Description). The AGI Coordinator will monitor and support delivery of the AGI Strategy and action plan, and will have a responsibility to;
- Support identification and creation of apprentice, graduate and intern opportunities across the organisation to support current and future skills needs.
 - set up and manage a comprehensive quality monitoring system for AGI opportunities to ensure a positive experience for all involved
 - increase accessibility to higher level and more diverse training opportunities for new and existing employees
 - promote the value of apprentice, graduate and intern recruitment opportunities within the local authority
- 3.3 There are currently 15 Apprentices (April 2019) and 6 Graduate posts (June 2019) within the Council in the following service areas: Schools, Property services, Highways, Partnerships, Community Development, Youth Enterprise, Estates, Legal, Social Care Safeguarding and Health and Environmental Health. The local authority do not currently have any Internship posts as defined in the Strategy.
- 3.4 The variety of apprenticeship posts within the council at present is limited and tend to be in the fields of Business Administration, Information Technology and Teaching Assistants.

Expanding training opportunities and the range of higher-level qualifications will support current and future skills needs and succession planning.

3.5 In light of committee members previously expressed concerns, the Head of Law/Monitoring Officer has been consulted on the Strategy and content relating to Internships contained within, specifically relating to:-

- Amendment to the definition of Internship within Appendix 1 of the strategy
- Hours, Pay and Conditions (including expenses) for Interns within Page 6 of the AGI Toolkit
- Additional page, 'Supporting Interns', within Page 8 of the AGI Toolkit
- Amendments to recruitment process for Interns, within page 9 of the AGI Toolkit

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

Summarised below for Members' consideration from Future Generations Evaluation located in Appendix 2: It is anticipated that the AGI Strategy will have a positive impact on each of the wellbeing goals. In particular it will impact on the goal of 'A prosperous Wales' by providing skills growth, alternative training and educational opportunities, and developing wealth through increased job creation and improved career prospects

5. OPTIONS APPRAISAL

Option	Benefits	Risks
Do nothing	None identified	<ul style="list-style-type: none"> - No Local Authority Lead - Limited succession planning - Limited support for future career progression - Lost opportunity to help raise aspirations & opportunities for skills development.
Youth Enterprise coordinate the implementation of the AGI Strategy and Action Plan the 2019-22 through a designated post supported by Youth Enterprise Manager	<ul style="list-style-type: none"> - Development and coordination of a new & much needed Apprenticeship, Graduate & Internship programme; - Improved planning processes around future workforce and succession planning 	<ul style="list-style-type: none"> - Unable to secure funding for the AGI Coordinator post

6. EVALUATION CRITERIA

6.1 An evaluation assessment has been included in Appendix 1 for future evaluation of whether the decision has been successfully implemented.

7. REASONS:

7.1 The AGI strategy is part of a national approach in creating apprenticeship, graduate and internship posts upskilling the existing workforce through engagement in higher level and

more diverse training opportunities and succession planning. This aligns with Welsh Government's Employability Plan in preparing for a radical shift in the world of work, responding to current and future skills gaps and providing a personalised approach to employability support.

- 7.2** The AGI strategy will develop new and existing partnerships with key stakeholders, including Y Prentis Shared Apprenticeship Scheme, Cardiff Capital Region, Training Providers and our Business Community, working together to assess future skills gaps, labour market demands and promote regional training and employment opportunities.
- 7.3** The Authority does not currently have a designated role to deliver on the apprentice, graduate and intern agenda. A coordinator position will ensure delivery of the priorities and actions laid out in the Apprentice, Graduate and Intern Strategy, and that the Authority has an opportunity to 'grow their own' by offering opportunities which will not only address issues of recruitment and succession planning but also assist in building a sustainable organisation for the future.
- 7.4** In addition, the coordinating role will provide ongoing support to Apprentices, Graduates and Interns as well as Service Managers and existing team members. This is key for ensuring continued professional development, clear progression routes, and sustainable career pathways.

8. RESOURCE IMPLICATIONS:

- 8.1** Job evaluation for the AGI Coordinator post has resulted in a grading of Band H (SCP 27-31) and will be for 22.2 hours per week
- 8.2** Any potential savings from restructures are within individual services areas and separate from this strategy.
- 8.3** The direct cost of implementing the strategy over three years is £65,267.05. This is broken down as £13,947.95 in 2019-20, £25,139.24 in 2020-21 and £26,179.86 in 2021-22.

9 CONSULTTEES:

Chief Executive
Chief Officer for Enterprise
Chief Officer for Resources
Chief Officer for Children and Young People
Chief Officer for Social Care, Safeguarding and Health
Head of People Services
Head of Enterprise and Community Development
Enterprise Senior Leadership Team

10 BACKGROUND PAPERS:

Evaluation Criteria – to follow	(Appendix 1)
Future Generations Evaluation – to follow	(Appendix 2)
AGI Strategy	(Appendix 3)
AGI Toolkit	(Appendix 4)
AGI Co-ordinator job description	(Appendix 5)

11 AUTHOR:

Hannah Jones – Youth Enterprise Manager

12 CONTACT DETAILS:

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E-mail: hannahjones@monmouthshire.gov.uk

Appendix 1 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Draft Apprentice, Graduate and Intern (AGI) Strategy
Date decision was made:	3 rd July 2019
Report Author:	Hannah Jones

What will happen as a result of this decision being approved by Cabinet or Council?
The implementation of the Apprentice, Graduate and Intern Strategy and the creation of a new post - AGI Coordinator
12 month appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
The following criteria will determine whether the decision has been successfully implemented:
<ul style="list-style-type: none"> • Supporting identification and creation of apprentice, graduate and intern opportunities across the council to support current and future skills needs. • Setting up and managing a comprehensive quality monitoring system for AGI opportunities. • Increased accessibility to higher level and more diverse training opportunities for new and existing employees. • Promoted the value of apprentice, graduate and intern recruitment opportunities • Developed partnerships with key stakeholders to support Monmouthshire's future economy
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 direct cost of implementing the strategy over three years is £65,267.05

12 month appraisal

Any comments



Equality and Future Generations Evaluation

<p>Name of the Officer : Hannah Jones</p> <p>Phone no: 07738 340 418 E-mail: hannahjones@monouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <ul style="list-style-type: none"> • The AGI Strategy sets out a clear direction required to deliver on the council’s responsibility to provide apprenticeship, graduate and internship opportunities to grow the council’s skills base. • The creation of a new AGI Coordinator post to support the implementation and delivery of the AGI Strategy and Action Plan
<p>Name of Service area: Youth Enterprise</p>	<p>Date 16th May 2019</p>

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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	We aim to engage with new and existing employees offering higher level and more diverse training opportunities.	None identified	The AGI will focus on providing apprenticeship, graduate and internships opportunities to grow the organisation’s current and future skills needs.

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	We aim to engage and meet individual needs without discrimination. This will be supported by the creation of the new AGI Coordinator post.	None identified	All regardless of disability.
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to employment and training opportunities.	None identified	All regardless of gender assignment
Marriage or civil partnership	Non applicable	None identified	Non applicable
Pregnancy or maternity	Risk assessment will be in place for pregnancy ensuring all health and safety measures have been addressed and the well-being of the individual is paramount.	None identified	Non applicable
Race	We will ensure that all will be given the same opportunities regardless of race ensuring equality of opportunity. Support will be provided to meet individual needs	None Identified	Non applicable
Religion or Belief	We aim to offer bespoke packages of support that will take into account religion and religious beliefs.	None identified	Non applicable

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	We will offer opportunities that will take into account individual needs regardless of sex.	None identified	Non applicable
Sexual Orientation	We will offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	Non applicable
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.		All marketing and promotional materials will be produced bilingually
Poverty	We aim to create new Apprenticeship, Graduate Jobs and Internships to contribute to improved employment in Monmouthshire.	None identified	Non applicable





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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales	This proposal will support the identification and creation of apprentice, graduate and intern	The AGI Strategy will be monitored by the Strong Communities Select Committee.

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	<p>opportunities across the council impacting on current and future skills needs.</p> <p>The additional funding for the creation of the new AGI Coordinator will contribute to the delivery and monitoring of AGI Strategy and action plan.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	The AGI Strategy will contribute to the identification of more diverse training opportunities in new areas of work for future organisational needs.	A partnership approach between people services and youth enterprise sharing expertise, networks and resources will ensure a good offer to service areas.
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	The aim of the AGI Strategy is to create the conditions for new and existing apprentices to thrive. The apprentice, graduate or intern will have several colleagues playing a key role in their experience – Line Manager, Buddy, AGI Coordinator and Assessor supporting the individual's physical and mental wellbeing.	The mentoring support from AGI Coordinator will enable individual needs to be identified and addressed. The level of support offered will be appropriate and consistent.
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	The AGI Coordinator will develop a communication and marketing plan to ensure consistency in promoting vacancies through existing webpages, social media, business and community networks.	People Services and Youth Enterprise will share resources and good practices to ensure all AGI opportunities are promoted widely for maximum reach.

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 globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The AGI Coordinator will work to ensure high standards are met and maintained that do not conflict with the global drivers</p>	
<p>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</p>	<p>All vacancies and leaflets will have marketing, publications and printed literature available bilingually where appropriate. Literature will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The AGI Strategy and Action Plan will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion.</p>	<p>With the ability to better understand research and data giving us the opportunity for targeted work with our schools, colleges, universities, local businesses and communities in developing the new employment and training opportunities.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The proposal aligns with the wellbeing objective of the council; to provide children and young people with the best possible start in life. The AGI Strategy will contribute to reducing inequality and help build sustainable and resilient communities.</p>	<p>The aim is to deliver on the council's responsibility to provide apprenticeship, graduate and internship opportunities to grow the council's skills base, contribute to continue reduction in youth and adult unemployment in Monmouthshire.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>People Services and Youth Enterprise will work with key partners within the local authority, local businesses, third and voluntary sector including schools in delivering the key priorities set out in the AGI Strategy.</p>	<p>People Services and Youth Enterprise will promote employment opportunities in community's particularly underrepresented groups to maximize reach.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The AGI Strategy will engage with service managers, training providers, local businesses and key stakeholders to aid succession planning and address future skills shortages.</p>	<p>The AGI Strategy will ensure a diverse range of apprenticeship, graduate and internship vacancies, create skilled employees with transferable skills and tackle skills shortages in each service area.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The AGI strategy will contribute to a continued reduction and prevention in youth and adult unemployment in Monmouthshire.</p>	<p>The AGI Strategy and action plan will monitored and reviewed on annual basis to ensure that all priorities for action are on target.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The apprentice, graduate or intern will have several colleagues playing a key role in their experience – Line Manager, Buddy, AGI Coordinator and Assessor supporting the individual’s physical and mental wellbeing.</p>	

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

Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p>Social Justice</p>	<p>The AGI Strategy will improve access, equality and equity opportunity for under-represented groups and clearly links to the Social Justice Strategy – People, Places Prosperity to improve access to employment in the county.</p>	<p>This will contribute to an increase in diversity amongst applicants for apprentice, graduate and intern positions.</p>
<p>Safeguarding</p>	<p>AGI tool kit will abide by the Local Authority Safeguarding Policy The AGI Coordinator will have completed the safeguarding level 1.</p>	<p>All people services and youth enterprise staff have completed the safeguarding level 1.</p>

Corporate Parenting	The Strategy will ensure looked after children and care leavers are provided with appropriate and consistent support through the wider youth enterprise team to improve access apprenticeship, graduate and internship opportunities.		
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5. What evidence and data has informed the development of your proposal?

Current positions within the local authority
Aligning the Apprenticeship model to the needs of the Welsh Economy (2017)
Welsh Government Employability Plan (2018)
Inclusive Apprenticeships, Disability Action Plan for Apprenticeships (2018-21)
NOMIS unemployment figures, employment sector figures

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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?

It is anticipated that the AGI Strategy will have a positive impact on each of the wellbeing goals. In particular it will impact on the goal of 'A prosperous Wales' by providing skills growth, alternative training and educational opportunities, and developing wealth through increased job creation and improved career prospects.

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
To implement the AGI Strategy and Action Plan.	September 2019	Hannah Jones
To appoint new AGI Coordinator Post	September 2019	Hannah Jones

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Strong Communities Select	6 th June	
1	Cabinet	3 rd July	

Apprentice, Graduate and Intern Strategy

Monmouthshire County Council
2019-2022



Version Control

Title	Apprentice, Graduate and Intern Strategy
Purpose	This strategy sets out a clear direction required to deliver on the council's responsibility to provide apprentice, graduate and intern opportunities to grow the organisation's skills base.
Owner	People Services and Youth Enterprise
Approved by	Unapproved Draft
Date	13/03/2019
Version Number	1.1
Status	Draft
Review Frequency	Annual
Next review date	Tbc
Consultation	Not yet consulted on

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Welsh Language and Alternative Formats

In line with the council's Welsh Language Scheme, a Welsh language version of the Plan will be available on the council's bilingual website.

Y Gymraeg a fformatau eraill

Yn unol â Chynllun Iaith Gymraeg y Cyngor, bydd fersiwn Gymraeg o'r Cynllun Gwella ar gael ar wefan ddwyieithog y Cyngor

We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format, please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010

Fax: 01633 644666

e mail: equality@monmouthshire.gov.uk

If you want to comment on the Apprentice, Graduate and Intern Strategy, we welcome your views and feedback.

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@ MonmouthshireYE

Purpose

Monmouthshire County Council employs around 3600 employees in the delivery of around 700 different services and is committed to developing skills and knowledge across all areas. The Council aims to deliver excellent services fit to meet the current and future needs of the communities it serves and this strategy aims to support this.

Apprentices, Graduates and Interns (AGI) are an asset to any organisation and can bring significant benefits to the business and existing workforce, and provide a basis for “growing your own”. With a combination of on the job training in the organisation plus off the job learning, AGI’s are an effective way of growing the organisation’s skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life.

This strategy sets out how we aim to deliver new employment and training opportunities for the next three years to enable new and existing employees to fulfil their potential and raise their skills levels to meet the organisation needs and help drive productivity in our local economy and the wider region. The AGI strategy will equip services to respond to challenges such as an ageing population, a changing climate, digitisation and globalisation.

This strategy will attract and develop new and existing talent into a variety of different job roles across the Council. Over the next 3 years, the Council will identify apprenticeship and graduate opportunities across the organisation. The council will also identify appropriate project briefs for potential internship opportunities. These posts will provide a fulfilling experience that deliver tangible skills and knowledge for the employee whilst leading to a return on investment for the organisation. There will be clear progression routes, continuous professional development and sustainable employment outcomes.

The Apprentice, Graduate and Intern Strategy and Action Plan will be monitored through the following forums:

- Senior Leadership Team
- Enterprise Senior Leadership Team
- Children and Young People Departmental Management Team
- Social Care and Health Departmental Management Team
- People Services Departmental Management Team
- Enterprise and Community Development Departmental Management Team
- Economy and Development Select Committee
- Strong Communities Select Committee

Vision for Monmouthshire

We want to build sustainable and resilient communities that support the well-being of current and future generations.

This vision is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire and we share this vision with our public service partners as part of the Public Service Board. We will plan for the future by delivering services which offer employment and training opportunities to support current and future skills needs.

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

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.

Overview

National Context

The Apprenticeship, Graduate and Internship Strategy will assist in the delivery of the following national strategies and key priorities in Wales:

Prosperity for All: The National Strategy (2017), contributing to three of the four themes:

- Prosperous and Secure - our aim is to drive a Welsh economy which spreads opportunity and tackles inequality, delivering individual and national prosperity. We will enable people to fulfil their ambitions and enhance their well-being through secure and sustainable employment;
- Ambitious and Learning - our aim is to instil in everyone a passion to learn throughout their lives, inspiring them with the ambition to be the best they possibly can be. A prosperous Wales needs creative, highly skilled and adaptable people, so our education from the earliest age will be the foundation for a lifetime of learning and achievement; and
- United and Connected – our aim is to build a nation where people take pride in their communities, in the Welsh identity and language and our place in the world. We are building the vital links that make it easier for people to come together, for the economy to grow and for us to become a confident nation at ease with itself.

The Well-being of Future Generations Act (2015) – The Well-being of Future Generations Act is fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. We have tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our priorities for action make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
Identify and create apprentice, graduate, and intern opportunities as part of organisation workforce and succession planning to support current and future skills needs.	✓	✓	✓	✓	✓	✓	✓
Promote the value of apprentice, graduate, and intern recruitment opportunities within	✓	✓	✓	✓	✓	✓	✓

the council and develop a 'Grow your Own' culture							
To develop a comprehensive system for monitoring the quality of the experience for all involved	✓	✓	✓	✓	✓	✓	✓
Improving access, equality, and equity of opportunity for underrepresented groups	✓	✓	✓	✓	✓	✓	✓
To develop higher level training opportunities across the council for existing employees	✓	✓	✓	✓	✓	✓	✓
Develop partnerships with key stakeholders to support Monmouthshire's future economy	✓	✓	✓	✓	✓	✓	✓

Aligning the Apprenticeship model to the needs of the Welsh Economy (2017) - The Apprenticeship Policy and its five year Action Plan sets out how apprenticeships will support Welsh Government's aim to deliver more and better jobs through a stronger and fairer economy. Delivery priorities for Wales 2016 -2022 are:

- Address acute skill shortages;
- Introducing an all age approach;
- Jobs and growth;
- Quality and Benchmarking;
- Improving Access, Equality and Equity of opportunity;
- Deliver Apprenticeships in Welsh;
- Develop skill pathways; and
- Establish a new system for framework review and development

This strategy will be contribute to these key priorities and inform the basis for the action plan ensuring it is better aligned to the needs of the local economy and improves reach into under-represented groups and communities.

The Apprenticeship Policy states that evidence suggests a move towards higher value apprenticeships with successful progression, completion and sustainable employment outcomes. By 2024 it is projected that over half (51%) of those in employment in Wales will hold qualifications at level 4 or above. This is in contrast to around a quarter in 2004 (28%)

Welsh Government's Employability Plan (2018) – This strategy will contribute to providing quality all-age apprenticeships linked to national and regional priority sectors. Welsh Government will respond where possible to the needs of businesses whilst supporting the broader needs of the Welsh economy, quality of apprenticeship provision will not be compromised.

Inclusive Apprenticeships – Disability Action Plan for Apprenticeships 2018 -2021. – This strategy takes into account a number of potential barriers and weaknesses identified in current arrangements and the following actions of the plan: - marketing and raising awareness, role models, incentives/motivations, flexibility of entry and exit criteria, date and

disclosure, transition onto apprenticeship, support for individuals, support for employers, and support for providers.

Hidden Ambitions (2017) [Children's Commissioner for Wales] – As a council we have a commitment to young people leaving care, and believe they should have 'an active offer of education, work or training as they make the leap into adulthood'. We should be like large family businesses in terms of their role as Corporate Parents of looked after young people. We aim to offer all of the children under local authority care bespoke access to training and job opportunities in their many of areas of employment, including administration, parks, nurseries, carpentry, social care and housing.

The [Policy statement on higher education](#) sets out Welsh Government's current priorities for higher education as:

- interacting with businesses to stimulate innovation and economic growth
- working to enhance the employability of all graduates, whatever their age, background or course of study
- working in partnership with the Welsh Government to development international links
- collaborating with further education providers to ensure that opportunities to progress are available to learners
- making best use of opportunities to exploit new technologies
- striving to provide the highest quality learning experience to all those with the potential to benefit
- developing the sector's reputation for excellence in research
- continuing to support the development of Welsh-medium higher education
- developing more flexible models of provision to build a more successful and sustainable future

This strategy will contribute to these priorities in providing graduate opportunities across the council's services over the next three years.

Local Context

The Public Service Board's (PSB) Well-being Assessment has been produced following extensive engagement and examination of a wide range of data and evidence about Monmouthshire and future trends such as the changing nature of employment and the impact of environmental factors such as pollution. Informed by the well-being assessment Monmouthshire's PSB has produced a well-being plan, which sets four objectives they will work on to improve well-being in the County now and in the future. Low wages and high property prices are making it hard for families to live and work here;

- Limited public transport and relatively low levels of broadband infrastructure make it harder for people to access work, jobs and services and car journeys cause air pollution which has real health impacts;
- Reducing physical activity levels and the resulting rise in obesity and type 2 diabetes; and
- Pressure on health and care services from an ageing population.

Although this work has been carried out on behalf of the Public Service Board, it surfaces issues that are incredibly important for our Council and the local area. As a key partner in the PSB, we will play a significant role in taking these forward.

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make. Each of the five priority goals, which the council is committed between now and 2022 will impact on the Apprenticeship, Graduate and Internship Strategy are;

1. The best possible start in life
2. Thriving and well- connected communities
3. Maximise the potential of the natural and built environment
4. Lifelong well-being
5. Future – focussed council

Monmouthshire Corporate Parenting Strategy (2018 -2021) – aims to ensure that all looked after children and care leavers are fully supported to engage in education, training or employment post-16.

People, Places Prosperity – A Strategy for Social Justice (2017- 2022) – This strategy advocates working as part of the Cardiff Capital Region to attract high skill, high wage jobs enabling citizens to raise their household income. It identifies opportunities to improve access to employment in the county and other areas to include providing work placements, traineeships and apprenticeship opportunities whilst taking positive action as a Council to encourage other public partners and businesses to do so.

A Great Start for All – Monmouthshire NEET Reduction Strategy (2018-21) – This strategy links to objectives laid out in Priority 5 of the NEET reduction strategy - “Strengthening employability skills and opportunities for employment”.

Current Provision

There are currently 15 Apprentices (April 2019) and 6 Graduate posts (June 2019) within the Council in the following service areas: Schools, Property services, Highways, Partnerships, Community Development, Youth Enterprise, Estates, Legal, Social Care Safeguarding and Health and Environmental Health. The local authority do not currently have any Internship posts as defined in the Strategy.

Youth Enterprise and People Services are the main contacts within the organisation, for apprenticeship opportunities. Youth Enterprise promotes and raises awareness of the value of apprentices in the Council, providing relevant up to date information on apprenticeship opportunities and processes and advising on progression routes and employment opportunities. Youth Enterprise has developed a network of training providers, colleges and local employers and has also recently set up a buddying network of apprentices under the auspices of the Council's 'Go To Group' initiative. .

Youth Enterprise has celebrated National Apprenticeship Week for the last 3 years within the Council showcasing the positive impact apprenticeships have on individuals, service areas and the local economy. The aim of Apprenticeship Week is to engage with employers and promote the advantages of taking on and supporting apprentices in the workplace whilst highlighting the talent and skills apprentices bring businesses and the wider economy.

TalentLab

TalentLab liaise with external providers to source qualifications that can enhance and upskill our workforce. This is reviewed annually so that the Council is able to offer the best external training provision with the companies on a fee free basis

At present, the TalentLab oversee all external ILM apprenticeship qualifications that are available to existing employees,. The job role must also be mapped to the employee's current working practice; however, there are always opportunities for the qualification to be used as a progression aid for further learning to upskill that individual to progress within their career and in line with succession planning. The qualifications are designed so that little impact is caused on the candidate's workload, which makes this an attractive offer to the organisation.

Another factor is to increase staff morale by offering a wide range of ILM qualifications ranging from Project management, Customer care and high end level qualifications such level 6 management.

These qualifications are sourced externally and as the courses are fee free, do not impact on Council budgets. In the past year, this resulted in a saving of £181,450 for the Council with 49 qualifying 49 employees. TalentLab hope to see these figures to increase moving forward.

Cadet Apprentice Scheme

The cadetship apprentice programme is an experimental programme that is specific to Operations with the intention of providing opportunities to young people to undertake training to a high level in a very competitive work industry, creating a succession platform for an aging workforce. With learners being able to undertake training and assessment for an occupational route covering highways maintenance, landscaping or grounds maintenance.

Cadets will be working on an employed basis for a period of approximately 2 years, during which time they will undergo comprehensive on the job training in their chosen occupation as well as completing a portfolio of in-house and nationally recognised qualifications plus awards from City and Guilds and LANTRA. The by-product for cadets, whom we are unable to keep on in employment, is that they will be highly skilled and very employable. It is hoped the cadetship scheme will form part of MCC's forward plan for WSS, Highways and SWTRA operations.

Support to Student Social Workers

The Workforce Development Team sponsors permanent MCC social care employees to study for the Open University Social Work degree. Sponsored students are funded to undertake a full-time degree alongside their paid job. There are currently three sponsored social work students, and we are selecting a candidate to start the degree in 2019/20. Sponsored students commit to working in a social work post in Monmouthshire County Council for 2 years once they qualify. We also work in partnership with Cardiff University and University of South Wales to host a total of 10 of their social work students in each year group, providing up to 30 practice learning opportunities per year which range from 20 to 100 days long. This hosting and sponsoring of social work students supports the attraction and

recruitment of qualified social workers into Monmouthshire County Council, helping us to reduce the number of vacancies and supporting the residents of Monmouthshire who require social worker input.

Support to Newly Qualified Social Workers

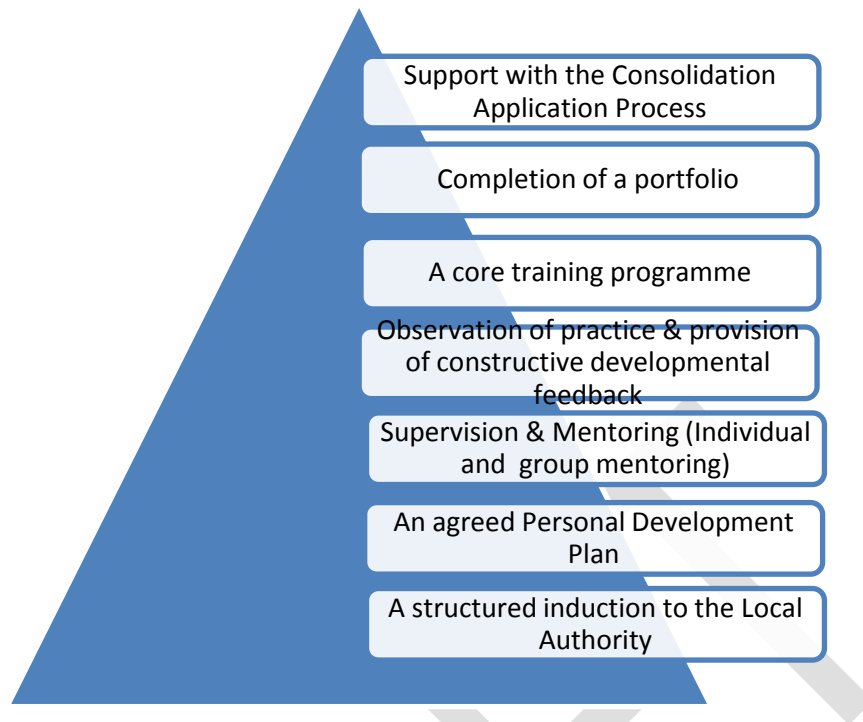
It is intended that all Newly Qualified Social Workers (NQSW) joining Monmouthshire feel supported through their transition from graduate to NQSW by receiving a comprehensive and well-structured induction. The Workforce development team support NQSW in their first three years of practice and beyond. The programme seeks to build NQSW's qualifying training through a stepped approach. Year 1 provides an initial induction period, a mentor and a series of workshops which consolidates prior learning and provides a firm foundation on which they are able to further develop their knowledge, skills and practice responses.

The First Three Years in Practice Framework consists of three stages:



Once this has been completed practitioners are then supported to apply for and complete the consolidation programme at either University of South Wales or Cardiff Met. The Workforce Development Team are a partner of the Consortiwm Y De programme and work closely with the programme in order to ensure social workers are equipped with the necessary skills and knowledge to complete their role.

The First Three Years in Practice Framework involves:



Y Prentis Shared Apprenticeship Scheme

In 2012, the Council and Melin Homes set up a shared apprenticeship scheme for construction, delivering quality apprenticeship support to the South East Wales region. In the six years that the programme has been operating, Y Prentis has helped to train more than 220 apprentices, supporting more than 100 partners and creating more than 470 placement qualifications whilst– making a positive contribution to the region,

The Y Prentis Business Plan 2018 -2020 outlines the priorities for delivering a fit for purpose and sustainable shared apprenticeship programme over the next two years:

1. Attract a higher number of suitably motivated and capable apprentices;
2. Development of shared apprenticeship services within the construction and associated sectors to meet industry needs and expectations;
3. Provision of support to clients, contractors and stakeholders to create sustainable community benefit outcomes;
4. Work with CITB, schools, colleges and other training providers to ensure we develop their knowledge and understanding of the construction sectors requirements;
5. Work with CITB, industry and Government to support the delivery of key stakeholder projects;
6. Provision of support to help businesses to improve their competitive edge and to take advantage of new opportunities; and
7. Provision of services which support and encourage the development of opportunities for community regeneration

Monmouthshire County Council will continue to work with Y Prentis in contributing to these priorities through this strategy.

Cardiff City Region Graduate Scheme

The CCR Graduate Scheme is a business support and growth scheme that will help private sector employers to recruit additional graduates in the Cardiff Capital Region.

The pilot of the scheme will aim to deliver 50 graduate positions between April 2019 and March 2020 through two key approaches:

- 1) The delivery of two cohorts of a graduate development scheme; and
- 2) Events to link students / graduates from key subject areas and employers from key sectors

The following FREE services will be offered to businesses:

- The support of a graduate development officer from beginning to end;
- A graduate position tailored to the needs of the business;
- Access to region-wide marketing delivered in partnership with the four universities in the Cardiff Capital Region;
- Help advertising graduate vacancies;
- Advice on job descriptions, salary benchmarking and how to get the most out of the graduate;
- Sifting of application forms;
- Delivery of assessment centres;
- A shortlist of candidates to interview;
- A business mentor to develop graduates (upon request); NS
- Positive marketing of business through case studies

The following will be offered to graduates:

- Paid graduate-level employment on a time-bound piece of work with clear outcomes;
- Participation on a Graduate Development Programme which includes:
 - o Induction and cohort coordination;
 - o Events such as guest talks from range of speakers (businesses, 3rd sector, university representatives);
 - o Networking opportunities with other graduates;
 - o A fully-funded ILM Qualification level 3 or 4;
- Feedback during the application process; ns
- Support whilst on placement and support for next steps

Business Eligibility

- Businesses must be based in the Cardiff Capital Region
- Businesses must either:
 - o not routinely recruit graduates
 - o be looking to recruit graduates in a new area of their business

The Council fully supports the pilot scheme and will encourage opportunities within the organisation through this strategy.

An Overview of The Council's New Apprentice, Graduate and Intern Programme

The Apprentice, Graduate and Intern Programme (AGI) will be fully supported by the organisation's workforce, and managers will be provided with the support and tools to effectively manage apprentices, graduates and interns. The co-ordination and delivery of the support, mentoring and coaching will be managed by Youth Enterprise and People Services, which is fundamental to a successful and sustainable programme.

Youth Enterprise have developed a toolkit (appendix x) to support all of those involved in the AGI experience. The toolkit is based around the AGI journey and is divided into six main sections:

- What is an AGI;
- Benefits of AGI's;
- Entry Routes;
- Hours Pay and Conditions;
- Who's involved; and
- The Recruitment Process.

It focuses on the things that recruiting managers need to do to lead an AGI to successful completion.

A Coordinator role will be established within the Youth Enterprise team to support the implementation and coordination of the AGI programme as outlined in the action plan.

Priorities for Action

1. *Identify and create apprentice, graduate, and intern opportunities as part of the Council's workforce and succession planning to support current and future skills needs*

Priority 1:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1	1-2	2-3	
Work with service managers to identify current skills gaps and short and medium term recruitment opportunities	Recruit apprentices and graduates in identified areas to fulfil service needs. Create 90 new opportunities over the next 3 years.				Service Managers Youth Enterprise People Services
Engage with service managers to aid succession planning and address future skills shortages	Identify and tackle future skills shortages in each service area.				Service Managers Youth Enterprise People Services
Recruit cadet apprentices as part of the Cadet Programme and commence pilot scheme (in Highways and SWTRA) to establish if fit for purpose.	Aid with succession planning in an aging workforce, creating skilled employees with transferrable operational skills.				Raglan Training Centre Highways Operations and SWTRA
Engage with training providers to expand the range of fields in which apprenticeship are available	Ensure a diverse range of apprenticeship vacancies across a range of fields and service areas				Youth Enterprise People Services
Prioritise the development of future skills needs amongst young people through a comprehensive curriculum offer	Increased number of future apprentices with relevant pre-employment education and qualifications				Youth Enterprise People Services Schools
Work with University of South Wales to determine appropriate project briefs for students interested in internships	Deliver more internship opportunities for prospective interns				Youth Enterprise All Service Areas

2. Promote the value of apprentice, graduate, and intern recruitment opportunities within the Council and develop a ‘Grow your Own’ culture

Priority 2:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Develop a communications plan, including new marketing materials and activities, to ensure consistency in promoting the different types, levels and benefits of AGI to staff and managers	Increased knowledge and buy-in from service managers and the wider workforce				Youth Enterprise
Highlight and celebrate apprentice, graduate and intern success stories through a variety of communication methods	Improved awareness within the council and impact of cultural change.				Youth Enterprise Communications Team
Promote apprenticeships within primary and secondary schools, special school, and pupil referral service, in particular among free school meals pupils and vulnerable groups.	Improved knowledge and understanding of apprentice routes and the diverse range of training opportunities available amongst young people.				Youth Enterprise Schools Cardiff City Region Local Business Career Wales

3. Develop a comprehensive system for monitoring the quality of the experience for all involved

Priority 3:		Timescale (years)			Responsible Partners
Actions	Desired Outcomes	1-2	3-5	5-10	
Develop an Induction process for the AGI programme	All apprentices, graduates, and interns successfully complete induction.				People Services Talent Lab Youth Enterprise
Ensure all apprentices, graduates and interns have an action plan, regular monitoring / review meeting, and receive professional support	Apprentices, graduates and interns received support for professional development and future career pathways Support newly qualified staff members (i.e. social workers within their first 3 years of practice)				People Services Youth Enterprise Service Managers
Establish tracking systems to monitor retention and achievement	Comprehensive tracking system to meet organisational needs				Youth Enterprise

To develop a Peer support / go to group	Provide a network of peer support for all apprentices, graduates and interns				People Services Youth Enterprise Service Managers
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4. *Improve access, equality, and equity of opportunity for under-represented groups*

Priority 4:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Develop wider reaching methods of advertising apprentice, graduate and internship opportunities	Increase diversity amongst applicants for apprentice, graduate and intern positions				People Services Youth Enterprise Service Managers
Promote apprenticeship vacancies through local authority employability programmes within Monmouthshire.	Increased number of applicants for apprenticeships from non-traditional employment routes.				People Services Youth Enterprise

5. *Develop higher level and more diverse training opportunities across the council for existing employees*

Priority 5:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Increase higher and degree level apprenticeships opportunities for existing staff	Increased number of employees with higher level qualifications Sponsor one member of the social care staff each year to undertake the open University Social Work Degree				TalentLab People Services Service Managers
Seek external providers that offer the best training courses on fee free basis	Improve the existing training offer to employees with minimal cost implication to the Council				TalentLab People Services Service Managers
Raise aspirations by ensuring that every AGI has the opportunity to develop a career plan.	All apprentices, graduates and interns have a career plan.				Service Managers Youth Enterprise People Services

6. Develop partnerships with key stakeholders to support Monmouthshire's future economy

Priority 6:		Timescale (years)			Responsible Partners
Actions	Desired Outcome	1-2	3-5	5-10	
Create an Apprentice, Graduate and Intern Working Group to implement, monitor, and report on the AGI Strategy.	Representatives from all stakeholders participating and AGI Working Group Meetings. Successful implementation of the AGI Strategy Action Plan				All
Establish an external network of partners involved in the delivery of the AGI Strategy, including schools, training providers, FE/HE Providers, Y Prentis and CCR	A joined up approach to delivery of the AGI Strategy within Monmouthshire. Continue to work with Cardiff University and University of South Wales to offer social work learning opportunities within Monmouthshire.				All
Engage with local businesses to assess future skills gaps and labour market demands.	A proactive approach to implementing training and development opportunities to meet future skills gaps.				All

Evaluation

This strategy sets out a clear direction which will deliver on the Council's responsibility to provide apprenticeship, graduate and internship opportunities to grow the organisation's skills base. It is important that the organisation has a clear set of measures to evaluate the progress made in order to determine the success of the Action Plan in achieving the overall purpose – offering new Apprenticeship, Graduate and Internship opportunities and higher level skills set for existing employees

Quantitative data from People Services, Talent Lab, Youth Enterprise, Service Managers and key partners will be used to evaluate the effectiveness of the strategy. This data will be analysed and compared with other local authorities to evaluate targets and performance.

Qualitative evaluations are also key to measuring the impact of the interventions outlined in the strategy. We will work with partners who can provide the narrative evidence to support distance travelled and successes achieved, understanding how effective these measures have been over the lifetime of the strategy, as well as understanding the short term effectiveness.

To support this, a working group will monitor, evaluate and provide guidance to the evolving skills agenda. The group will consider the quantitative and qualitative evaluations so we can track the progression of the strategy. The following key questions will be used as a guide in determining success:

- What change has come about as a result of the strategy?
- Have partners contributed to the actions and how has this been achieved?
- How effective are partners in working to provide apprenticeship, graduate and internship opportunities?

Risks

There are risks attached to the delivery of this strategy and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council’s policy and approach to strategic risk management. The risks related to the delivery of this strategy have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Residual Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Imp-act	Risk Level		Year	Likelihood	Imp-act	Risk Level
The Council and key partners do not make sufficient progress to improve apprenticeship, graduate and internship opportunities.	Impact on future skills shortage and succession planning	19/20	Possible	Minor	Low	To implement the Apprentice, Graduate and Intern Strategy and Action Plan. This will be reviewed annually and scrutinised by Economy and Development Select Committee.	19/20	Unlikely	Minor	Low
		20/21					20/21	Unlikely	Minor	Low
		21/22					21/22			
Lack of funding for AGI Coordinator function	Funding requested from existing local authority budget and not supported through external funding streams	19/20	Likely	Substantial	Medium	Investigate alternative funding streams to fund the AGI Coordinator Function	19/20	Likely	Substantial	Medium
		20/21					20/21			
		21/22					21/22			

Appendix A: Definition of Apprenticeship, Graduate Job and Internship

Throughout this strategy, Apprenticeship, Graduate Job and Internship refer to the following definitions.

What is an Apprenticeship?

An apprenticeship is a combination of employment and training at the end of which the apprentice obtains a nationally recognised qualification. Apprenticeship learning takes place in context and provides a real understanding of the working world, combining practical skills with theoretical knowledge. Apprenticeships offer an access route into the organisation which allows the organisation to develop the expertise it needs now and in the future.

Types of apprenticeship

- **Foundation Apprenticeships Level 2:** Study towards qualifications equivalent to 5 GCSE's or NVQ level 2 and often go on to complete Apprenticeships and Higher apprenticeships
- **Apprenticeships Level 3 :** gain valuable on the job skills whilst studying towards a nationally recognised qualification equivalent to 5 GCSE's, 2 A- levels or NVQ level 3
- **Higher Apprenticeships Level 4 and above:** individuals work towards a qualification equivalent to a HND/HNC, foundation or honours degree. Higher apprenticeships are available across a range of sectors

What is a graduate job?

A graduate job is defined as those occupations identified that “normally require knowledge and skills developed on a three-year university degree to enable them to perform the associated tasks competently”.

A graduate is usually defined as someone “who is aged between 16 and 64 not currently enrolled on any educational course and who has a level of education above A-level standard”; a recent graduate is someone who finished full-time higher education five years ago or less.

What is an internship?

Internships are typically undertaken by students looking to gain relevant skills and experience in a particular field. A good internship offers interns the opportunity to learn professional / transferable skills, allows for personal development through experience, and provides interns with access to practitioners.

Internships are suitable for short-term projects that are not considered business critical, and must serve a clear and defined project brief. An internship is for a maximum of four weeks and does not imply a future job offer.

Internships may be completed offsite via agile working if suitable to the project brief.

APPRENTICE GRADUATE & INTERN DRAFT TOOLKIT

CONTENTS

1. INTRODUCTION & CONTENTS
- 2/3. WHAT IS AN APPRENTICESHIP, GRADUATE JOB OR INTERNSHIP? (AGI)
4. THE BENEFITS OF AGI'S
5. ENTRY ROUTES
6. HOURS, PAY AND CONDITIONS
7. WHO IS INVOLVED?
8. SUPPORTING INTERNS
9. RECRUITMENT PROCESS
10. USEFUL CONTACTS

INTRODUCTION

Apprentices, Graduates and Interns (AGI) are an asset to any organisation, can bring significant benefits to the business and existing workforce, and provide a basis for “growing your own”. Monmouthshire County Council is committed to developing skills and knowledge across all areas as it aims to deliver excellent services fit to meet the current and future needs of the communities it serves.

With a combination of on the job training in the organisation plus off the job learning, AGI's are an effective way of growing the organisation's skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life.

The Apprentice, Graduate and Intern Toolkit provides managers and the wider workforce with some of the support and tools required to effectively recruit, manage and support an apprentice, graduate or intern.

WHAT IS AN AGI?

APPRENTICESHIP

An apprenticeship is a combination of employment and training at the end of which the apprentice obtains a **nationally recognised qualification**.

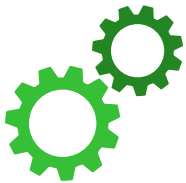
Apprenticeship learning takes place in context and provides a real understanding of the working world, combining **practical skills** with **theoretical knowledge**. Apprenticeships offer an alternative access route and allows an organisation to develop the expertise it needs now and in the future.

TYPES OF APPRENTICESHIP



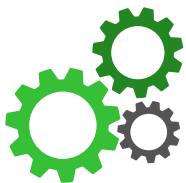
Foundation Apprenticeships (Level 2)

Study towards qualifications equivalent to 5 GCSE's or NVQ level 2 and often go on to complete Apprenticeships and Higher apprenticeships



Apprenticeships (Level 3)

Gain valuable on the job skills whilst studying towards a nationally recognised qualification equivalent to 5 GCSE's, 2 A- levels or NVQ level 3



Higher Apprenticeships (Level 4 and above)

Individuals work towards a qualification equivalent to a HND/HNC, foundation or honours degree. Higher apprenticeships are available across a range of sectors

WHO IS ELIGIBLE?

Anyone aged **16 or over** can complete an apprenticeship. Both **new** and **existing** employees can apply for new apprenticeship posts or start new qualifications as part of their continued professional development.

WHAT IS AN AGI?

GRADUATE JOB

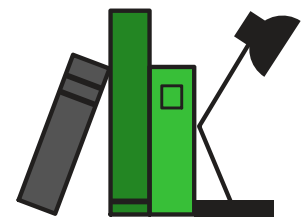


A graduate job is a position that normally requires knowledge and skills developed on a three-year university degree to enable the employee to perform the relevant tasks competently

A graduate in this context is someone who is aged **between 16 and 64**, who is **not currently enrolled** on any educational course, and who has a level of education **above A-level standard**

A recent graduate is someone who finished full-time higher education **five years ago or less**.

INTERNSHIP



Internships are typically undertaken by students looking to gain relevant skills and experience in a particular field. A good internship offers interns the opportunity to learn **professional / transferable skills**, allows for **personal development through experience**, and provides interns with **access to practitioners**.

Internships are suitable for short-term projects that are **not considered business critical**, and must serve a **clear and defined project brief**. An internship is for a maximum of four weeks and does not imply a future job offer.

Internships may be completed offsite via agile working if suitable to the project brief.

BENEFITS OF AGI'S

BENEFITS TO THE ORGANISATION



- Enthusiastic new staff with fresh ideas to boost creativity
- Increased productivity, reduced training and recruitment costs
- Support with the recruitment and business process
- Positive long-term development for new and existing staff
- Develop a professional skilled workforce tailored to your service area
- Tackle a skill shortage and nurture talent to develop skills required
- Future-proof your business through training and succession planning

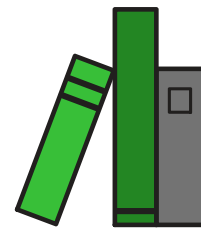
BENEFITS TO THE INDIVIDUAL



- Structured training
- Hands on Experience working alongside experienced / skilled employees
- Earn while you learn
- A varied learning experience with opportunities for career progression
- Work toward and gain a nationally recognised qualification
- Improve your prospects and employability
- Support in realising your potential
- Same employee status and benefits as all local authority staff

ENTRY ROUTES

ENTRY LEVEL APPRENTICESHIPS



Entry Level Apprenticeships should be considered for all types of roles and should not be limited to commonly used areas such as Business Administration, Customer Service or ICT.

Each service area should identify roles that could be reasonably be considered for an apprentice vacancy, and contribute towards a diverse range of AGI opportunities within the local authority. This process can be supported by the AGI Coordinator.

Entry Level opportunities are open to all ages and are aimed at, but not restricted to, young people aged 16 – 24.

EXISTING EMPLOYEES



Existing employees can take advantage of AGI opportunities in more than one way. All employees are able to apply for internally and externally advertised vacancies throughout the local authority, whether or not it is within their current service area.

Existing staff can also investigate the possibility of entering onto a Level 3, Level 4 or higher level qualification within their existing role as long as it is relevant to their area of work.

Service Managers should consider this type of request from all members of staff as part of their continued professional development.

HOURS, PAY & CONDITIONS

HOURS OF WORK



Apprentices must be employed for a minimum of 30 hours per week and given sufficient time within their working hours to complete their qualification.

Hours for graduates and interns will depend on the type of role they have applied for and the needs of the service area. Hours for these positions will be at the discretion of service managers.

PAY



Apprentices will be paid at least **minimum wage** based on age for the duration of their apprenticeship. Existing employees will continue to be paid their **current salary**.

Minimum Wage Rates (from April 2019)

AGE	RATE	AGE	RATE
U 18	£4.35	21-24	£7.70
18-20	£6.15	25+	£8.21

Managers should consider National Insurance and Pension contributions when calculating recruitment costs

Salary for Graduate Jobs will be dependent upon the type of role and the responsibilities of the specific post. Graduate jobs should be put through the local authority **job evaluation process** to determine the appropriate pay band and scale point.

Intern positions are taken up by students who want to gain experience and skills in a particular field. These time limited positions do not come with a salary, but interns are able to claim expenses, such as a travel claims allowance. Interns are expected to conduct themselves in accordance with Local Authority values, but are not defined as either 'employees' or 'workers'.

WHO'S INVOLVED?

AGI's are about more than the individual. Several people have key roles to play in the experience, each with different responsibilities. The roles vary slightly between apprenticeships, graduate jobs and internships.

THE APPRENTICE, GRADUATE OR INTERN

The Apprentice, Graduate or Intern will be supported by the service manager, the buddy, the AGI coordinator, and for apprentices the assessor, throughout their AGI experience.

THE MANAGER

The Manager will be the person the Apprentice, Graduate or Intern, is directly responsible to. They will offer relevant supervision and guidance in relation to work place competence. The manager is the official 'point of contact' and will also liaise regularly with the AGI Coordinator to ensure that progress against milestones can be achieved.

THE BUDDY

The Buddy will be a peer within the team who can help the new starter settle in and feel welcome. They will ensure the apprentice, graduate or intern is familiar with the team and their role, and offer a more informal support option.

THE AGI COORDINATOR

The AGI Coordinator will act as a point of contact for all apprentices, graduates and interns within the organisation. They will be available to meet with regularly to provide additional guidance and support to help them understand their role, achieve their development goals, and address any problems.

THE ASSESSOR

APPRENTICES ONLY

The Assessor will be from an external training provider and will meet regularly with the apprentice to ensure progress through the qualification framework. The assessor will also liaise with the line manager and AGI coordinator on a regular basis to provide feedback and address problems in relation to the qualification.

SUPPORTING INTERNS

OFFER & AGREEMENT

Agree a clear project brief and description of the tasks that the intern is expected to perform before they begin. If they have to be revised subsequently, it should be in agreement with the intern.

LEARNING & CONTENT

Indicate what skills the intern could acquire during their internship. Make sure that the intern is provided with any formal and informal training which is relevant to their project brief. Limit the assignment of unskilled tasks.

SUPERVISION

Assign a supervisor to the intern and organise an introductory meeting to discuss mutual expectations, as well as any professional objectives they may have. Organise regular sessions at least once a week where the supervisor will meet the intern to review progress, give feedback, and provide support. Ensure the intern has a clear work plan and timeline.

ORGANISATIONAL CULTURE

Schedule time to introduce the intern to colleagues and the working environment. Explain the organisations values and objectives. Ensure the intern feels like part of the team, and include them in meetings.

CAREER DEVELOPMENT & EMPLOYMENT

Provide the intern with a reference letter detailing the work undertaken / completed, the skills and experience acquired. Organise one or more meetings between the intern and the service manager to discuss their future career prospects and potential support. Help the intern develop a strong professional network by fostering their participation in meetings, interactions and projects with clients & partners, as well as networking events

RECRUITMENT

APPRENTICES & GRADUATES

This is a quick look at the process of recruiting an **apprentice** or **graduate**. Managers should follow the full **recruitment workflow** available on the **People Services Hub** under: *recruiting & resourcing > advertising*



Identify appropriate opportunities for apprentices, graduates



Advertise vacancies. Send apprentice vacancies to *Careers Wales*



Shortlist and Interview candidates. Ensure you collect any information you need for checks



Inform the successful candidate and provide the necessary information. Consider an informal induction day



Complete an Induction on the first day. Ensure corporate induction and appropriate training is booked.



Conduct regular review and supervision sessions with your new team member. .

INTERNS

Internship recruitment can work two ways. Potential Interns may approach the AGI Coordinator for support in sourcing an Internship. Service Managers may also approach the AGI Coordinator if they have a project brief that they feel is suitable for an Internship.

All internships are dependent upon a suitable and agreed project brief being in place. Project briefs must be clear and define the tasks to be undertaken by the intern. The AGI Coordinator will liaise with higher education providers to ensure project briefs are agreed.

All interns will be required to sign an internship agreement before starting. This agreement is in honour only and as is not intended to be a legally binding contract of employment.

USEFUL CONTACTS

AGI COORDINATOR



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YOUTH ENTERPRISE



01633 6444912



youthenterprise@monmouthshire.gov.uk

PEOPLE SERVICES



00000 000000



peopleservices@monmouthshire.gov.uk



ROLE PROFILE

ROLE TITLE: **Apprentice Graduate and Intern (AGI) Coordinator**

POST ID:

GRADE: **Band H**

HOURS: **22.5 Hours per week / 3 days per week.**

LOCATION: **Pan Monmouthshire**
The authority operates an agile working policy and staff will be required to work in agile manner across the county of Monmouthshire as per the needs of the service. Unfortunately no disturbance mileage will be payable for any re-location of the office base.

RESPONSIBLE TO: **Youth Enterprise Manager**

WELSH LANGUAGE ASSESSMENT: Welsh language skills are desirable

Our Purpose:-

Monmouthshire County Council employs around 3600 employees in the delivery of around 700 different services areas. Youth Enterprise is an integral part of Monmouthshire County Council's Enterprise and Innovation Directorate and work with young people aged 11-25 and adults at risk of or in poverty across the county supporting them with education, employment and training. Our team drive the employment and skills agenda for the local authority of which the Apprenticeship, Graduate and Internship strategy forms a key part of.

The purpose of this Role:-

With support from the Youth Enterprise Manager coordinate and support the delivery of the Apprentice, Graduate and Intern Strategy developed for Monmouthshire County Council.

Apprentices, Graduates and Interns are an asset to any organisation and can bring significant benefits to the business and existing workforce. Apprenticeships provide a basis for "growing your own". The combination of on the job training in the organisation plus off the job learning provides an effective way of growing the organisation's skills base whilst providing opportunities for young people and adults to engage in an alternative route into working life. The AGI Coordinator will lead on implementing the priorities identified in the Apprentice, Graduate and Intern Strategy and be a point of contact for the local authority.

Expectation and Outcomes of this role:

To contribute to the following;

- Identify and create apprentice, graduate and intern (AGI) opportunities within organisation workforce – number of AGI opportunities.
- Set up and manage a Quality Monitoring System for AGI opportunities
- Number of higher level training opportunities developed
- Number of partnerships with key stakeholders set up

Your responsibilities are to:-

1. To support the Youth Enterprise Manager in implementing the Apprentice, Graduate and Intern(AGI) strategy and action plan for Monmouthshire County Council, taking responsibility for the outcomes identified and reporting on these via the identified pathways.
2. Identify and create apprentice, graduate and intern opportunities as part of organisation workforce and succession planning to support current and future skills needs. Work with service managers to identify skills gaps, short & medium term recruitment opportunities and succession planning.
3. Increase higher and degree level apprenticeships in skills shortage areas.
4. To understand Monmouthshire County Council's recruitment process for Apprenticeships, Graduates and Interns Council and work closely with People Services to map and record Apprenticeship, Graduate and Internship opportunities.
5. To work with senior managers across all departments within Monmouthshire County Council to identify appropriate apprenticeship, graduate and internship opportunities and be able to support local authorities departments through the recruitment process, should they need it.
6. Develop a comprehensive system for monitoring the quality of the experience for all involved including retention and achievement of AGI's.
7. Measure impact and review progress against key aims and objectives of the AGI strategy.
8. Develop a network of delivery providers for apprentices, graduates and interns to access relevant training and qualification opportunities. Work with network of providers to ensure apprentices, graduate and interns have a choice and valuable learning experiences when accessing qualification and training.
9. Monitor the quality and effectiveness of programmes and solutions provided by providers.
10. Improve access, equality and the equity of opportunity for underrepresented groups to apprenticeships, graduate positions and internships.
11. To work with stakeholders to promote apprenticeship, graduate and intern opportunities. To work with wider Youth Enterprise team, relevant MCC departments and other relevant stakeholders (including schools and colleges) to ensure opportunities are promoted and tailored to the needs of people in the local area.
12. To act as an advocate for the Apprentices, Graduates and Interns working within Monmouthshire County Council. Representing their views and rights where appropriate. Develop Apprentice Ambassadors in each service area.
13. Provide an opportunity for all Apprentices, Graduates and Interns to come together, building upon the local authorities 'Go To Group' by having a regular group meetings. Facilitate a peer support culture amongst AGI's.
14. Develop Inductions for AGI's and ensure all have an action plan with regular reviews.

15. Attend local and regional forums and relevant meetings and provide reports and presentations as and when required. Develop and Chair an AGI Working group.
16. Promote the value of apprentice, graduate and intern recruitment opportunities within the local authority and support the development of a 'grow your own' culture. Develop materials and activities to promote benefits of AGI's to senior managers.
17. Work with Communications and other stakeholders to market and promote Monmouthshire County Council's Apprenticeship, Graduate and Internship opportunities. To coordinate celebrations and good news features alongside national events such as National Apprenticeship Week.
18. Carry out any duties and responsibilities required under the Data Protection Act(s) 1984 and 1998, in particular, to take reasonable care that no loss or disclosure of personal data occurs.
19. Exercise proper integrity in respect of confidential matters and personal information obtained during the execution of the duties of this post.
20. Be flexible in approach, delivery and working hours. Effectively work with and support the Youth Enterprise remit and team across all areas of work.
21. Working as part of the Monmouthshire Business and Enterprise Team, promoting and proactively developing best practice in economic growth and enterprise whilst achieving business targets.
22. To be the designated Health & Safety contact for the Youth Enterprise Team. Ensure that health and safety duties and practices are carried out by all provisions or as detailed in the Council's Health and Safety Policy, and to ensure that provisions and services to young people comply with current legislation.
23. Ensure that the Council's responsibilities in relation to Equality and Diversity are met and to ensure that the Youth Enterprise outcomes relating to the Welsh language are achieved.
24. Uphold and comply with the statutory provisions of the Health and Safety at Work Regulations 1999, The Monmouthshire Safeguarding and Child Protection Policy 2012 and any other relevant Council policies relating to Safeguarding and Health and Safety.
25. Work in collaboration with the Designated Officer for Safeguarding/Child Protection in the following way: to be aware of the LA policy on Safeguarding and Child Protection and that all policies and practices are in line with the All Wales Child Protection Procedures. To make referrals to Children's Services in the event of a disclosure and/or concern that a child/young person is 'in need' or at risk of significant harm. To maintain accurate, confidential and up to date documentation on all cases of safeguarding and child protection.

Here's what we can provide you with:-

- Full support of manager and team members
- Full range of training and CPD opportunities
- Nominated supervisor for regular support

What else you need to know.....Monmouthshire Values are:

Openness: We aspire to be open and honest to develop trusting relationships.

Fairness: We aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.

Flexibility: We aspire to be flexible in our thinking and action to become an effective and efficient organisation.

Teamwork: We aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

And this role, will work with Monmouthshire to achieve these.

In addition:

All employees are responsible for ensuring that they act at all times in a way that is consistent with Monmouthshire's Equal Opportunities Policy in their own area of responsibility and in their general conduct.

PERSONAL SPECIFICATION

Qualifications and Experience

1. Hold nationally recognised Youth and Community Work qualification, Teaching qualification or equivalent
2. Experience of work with training providers and supporting learners engage with providers.
3. Experience of working with and knowledge of the Apprenticeship framework. Knowledge of Graduate and Internships would be an advantage.
4. Experience of recruitment and Monmouthshire County Council's policies and procedures
5. Demonstrable experience of working in partnership with other agencies and building networks.
6. Experience and skills to deliver effective and valuable training to partners, facilitating group sessions.
7. Have demonstrable experience in project coordination.
8. Ability to prepare and present reports and briefings for a range of audiences. Able to work towards strict outcomes and able to lead wider team in achieving such project outcomes.
9. Ability and experience of chairing meetings.
10. Current and valid driving licence and have access to a car for work purposes.

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Public Document Pack Agenda Item 8a

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held
at Council Chamber, County Hall, The Rhadyr USK - County Hall, The Rhadyr, Usk on
Tuesday, 21st May, 2019 at 2.00 pm

PRESENT: County Councillor L. Dymock (Chair)
County Councillor A. Webb (Vice Chair)

County Councillors: A. Easson, J.Treharne and V. Smith

OFFICERS IN ATTENDANCE:

David Jones	Head of Public Protection
Huw Owen	Principal Environment Health Officer (Public Health)
Gillian Dicken	Principal Environmental Health Officer (Commercial)
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

APOLOGIES:

County Councillor L. Jones

1. Election of Chair

We noted the appointment of County Councillor L. Dymock as Chair.

2. Appointment of Vice Chair

We appointed County Councillor A. Webb as Vice-Chair.

3. Declarations of Interest

There were no declarations of interest raised by Members.

4. Public Protection 2018/19 Performance Report

Context:

To scrutinise service delivery across Public Protection services for the financial year 2018/19, with comparison to previous years. The Public Protection division comprises of Environmental Health, Trading Standards & Animal Health and Licensing.

Key Issues:

In January 2015 Cabinet requested that Public Protection performance be reviewed regularly by the Strong Communities Select Committee to assess any negative impacts. As a consequence, six monthly reports have been provided to the Select Committee, together with annual reports to the Licensing & Regulatory Committee. As per recommendation 2.2 of the report, it is suggested this becomes one annual report,

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noting services are largely compliant with regulatory expectations, and customer satisfaction levels are typically high.

Performance for the twelve month period of 2018/19 highlighted the following:

- The four service teams, for the vast majority of the services they deliver, meet the Authority's legal obligations in relation to Public Protection services.
- Most proactive and reactive work is being carried out professionally within prescribed response times. There are only a few exceptions due to the reactive nature of most of the services. These being: some slippage in proactive housing visits, private water inspections and animal health visits.
- Annual reports will continue to be made to the Select Committee to assess performance over time and help inform future priorities noting the competing demands.
- Services may struggle to take on any new statutory duties that protect the public and the environment, and therefore funding must be sought to support any new work.
- Future strategies for sustaining Public Protection services will be developed (to include further income generation and collaboration) locally, regionally and nationally.
- Services will improve linkages to the Authority's Corporate Business Plan 2017/22 and other key drivers, for example, the Chief Medical Officer Wales' priorities.

Member Scrutiny:

- With regard to dog fouling, the Authority currently has four civil enforcement officers. However, it is intended to increase this number up to eight. These officers' duties will also include traffic enforcement and the authority to issue fixed penalty notices if they encounter dog fouling or litter offences.
- Work has been undertaken with Network Rail regarding electrification of railway lines in the Chepstow area. It was noted that Network Rail is now emailing local Members regarding this matter.
- With regard to houses of multiple occupation, the Authority is guided by the Housing, Health and Safety rating system. When a house is inspected, a risk assessment is undertaken. It is not a standard, as there are no housing standards anymore in the private rented sector. Therefore, the Authority has to decide what it can enforce in a court of law. The Planning Department does consult with the Environmental Health Department. Conversion of a house to multiple occupation does require Building Regulations approval.

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- With regard to communicable diseases, it was noted that measles is not a notifiable disease. Therefore, the Authority is not under a statutory obligation to investigate this matter. However, Public Health Wales coordinates all vaccinations.
- With regard to air quality, the Environmental Health Department is engaging with stakeholders with regard to 1 location exceeding annual objective levels on Hardwick Hill. There are also areas of concern in Abergavenny in which officers are aware of and Hardwick Hill has been exceeding air quality levels. However, air quality generally has been improving within Monmouthshire. Usk air quality management area links in with the shared space and improvements to the town centre.
- Since the removal of the subsidy for householders some years ago, there has not been a substantial increase in complaints regarding rats.
 - 2018 - 78 complaints received.
 - 2017 - 71 complaints received.
 - 2016 - 74 complaints received
 - 2015 - 104 complaints received.
 - 2014 - 95 complaints received.
- The most appropriate way to deal with rats is to obtain the services of a professional pest contractor.
- Concern was expressed regarding the issues in respect of air quality in Usk town. Parked vehicles through the town are resulting in through traffic being held up. This generates a build of emissions from the vehicles, which is exacerbating the existing poor air quality within the town and is negatively impacting upon the health of residents. There is a need to exit clearly from Usk in order to reduce the build-up of emissions within the town. In particular concern raised regarding air pollution near the fish and chip shop in Usk as cars park in this area. A recent incident highlighted where exhaust from a car starting up was in very close proximity to a young child. Request for car parking in this area to be considered further.
- It was noted that Usk has not exceeded the nitrogen dioxide annual objective level since 2014 most likely due to better technology within vehicles.
- With regard to pollution at High Beech roundabout, Welsh Government has investigated some potential solutions. In the short term, Welsh Government is looking to reconfigure the line markings around the roundabout within this financial year. Next financial year, Welsh Government is looking to potentially re-design the roundabout.
- It was noted that during the closure of the main road through Usk in 2018, improvements in air quality within the town did improve.

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- The Environmental Health Department produces a monitoring update report regarding air quality in Usk and Chepstow. This report could be circulated annually to the Select Committee.
- An update report regarding air pollution in Usk and the work that is being undertaken to address this issue will be presented to a future meeting of the Select Committee.
- With regard to staffing in respect of Trading Standards and Animal Health, it was noted that a member of staff has been on long term sick leave. Trading standards officers have been used to provide cover for this post. Going forward, it is anticipated that the member of staff will leave the authority on ill health grounds and that post will be filled in due course.
- In response to a question raised regarding a prohibition order, it was noted that the local Member would not ordinarily be made aware that the order has been served. However, going forward, local Members could be made aware of this process.
- In response to a question raised regarding whether vape shops were on the tobacconists' register, the Head of Public Protection stated that he would investigate this matter and report back to the Select Committee.

Committee's Conclusion:

- An update report regarding air pollution in Usk and the work that is being undertaken to address this issue to be presented to the Select Committee later in the year.
- The Head of Public Protection would investigate whether vape shops are on the tobacconists' register and report his findings back to the Select Committee.

We resolved that future performance updates will consist of:

- One annual performance report, to be scheduled in May of each year.
- A half year exception report, highlighting any gaps in service delivery, to be scheduled in November of each year. This second report to be supplemented by a focus on one specific service area, to be guided by the Select Committee. This will inform service priorities, going forward.

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5. Pre-decision scrutiny of the Monmouthshire Local Toilet Strategy

Context:

To undertake pre-decision scrutiny of the draft Monmouthshire County Council Local Toilets Strategy.

Key Issues:

Part 8 of the Public Health (Wales) Act 2017 'Provision of Toilets' came into force on 31st May 2018. It places a duty on each local authority in Wales to prepare and publish a local toilet strategy for its area.

Local authorities in Wales now have the responsibility to:

- Assess the need for toilet provision for their communities.
- Plan to meet those needs.
- Produce a local toilets strategy.
- Review, update and publicise revisions to the strategy.

Local Authorities must prepare and publish their strategies by 31st May 2019. Due to the ten week consultation process, and Committee diaries, this Authority will be a few days late with the strategy going to an Individual Cabinet Member Decision on 12th June 2019. Welsh Government has been advised of the slight delay and is satisfied to accept. The duty to prepare a local toilets strategy does not require local authorities to provide and maintain public toilets directly. Indeed, further to the work of the 'Public Convenience Working Group' in 2009 (a sub-group of the Strong Communities Select Committee), most public toilet blocks were successfully transferred to Town and Community Councils to manage. It is for the County Council to take a strategic view on how publicly accessible toilets can be provided and accessed across the County.

A draft strategy has been prepared. This has incorporated:

- Opinions expressed via a public survey that was undertaken between 19th December 2018 and 11th January 2019.
- Comments made during the public consultation period that was undertaken between 22nd February and 3rd May 2019.
- Comments from Gwent Police and Abergavenny Town Council's own survey from the summer of 2018.
- Two surveys of the 18 public toilet blocks, one by Members on 7th February 2019 and the other by the Property Services Department in April 2019.

The statutory guidance (August 2018) from Welsh Government has been followed in preparing the local strategy. One key undertaking was to 'map out' all existing publicly accessible toilets in the County. This comprehensive map, identifying locations and

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opening times, has been shared with Welsh Government to be provided on an all-Wales basis. The map will also be provided via Monmouthshire County Council's website for open access.

The key actions identified are as follows:

- Continue to work closely with Town & Community Councils on options for maintaining and improving public toilet provision in the County.
- Work with partners on how to best utilise the £17,200 Welsh Government grant.
- Work with the private sector to seek to provide more publicly available toilets that were most needed.
- Display the national 'toilet / toiled' national logo in all participating toilet facilities, including leisure centres and libraries.
- Improve awareness and information available on publicly accessible toilets by updating information on the Monmouthshire County Council website and Lle open access data held by Welsh Government, together with App development.
- Regularly review cleaning and maintenance standards, together with Town and Community Councils that manage the public toilets in Monmouthshire's towns and villages.
- Environmental Health Officers to inspect both public and privately provided toilets as part of its inspection regime. Provide a grading of public toilets to determine progress over time.
- Work closely with Gwent Police to find solutions to reduce anti-social behaviour associated with public toilets.
- Provide proactive advice to all event organisers in the County on the suitability of their toilet provision.
- Respond to any Welsh Government recommendations on public toilet provision, and seek out notable practice adopted in other counties.
- Establish a small Working Group of Members and Officers to ensure recommendations are implemented.

Member Scrutiny:

- The Select Committee supported the establishment of a small working group of Members and Officers to ensure recommendations are implemented.
- With regard to schemes in which individuals would be required to pay to use a public toilet within the County, it was noted that a scheme had been trialled at a

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public toilet in Bulwark but had not been successful. For such a scheme to be successful, footfall needs to be high in order to off-set the maintenance costs. However, this matter could be considered by the working group.

- The Planning Department had advised that requesting toilet facilities in all retail outlets was not achievable, as it was not consistent with national planning advice. A planning condition would need to be necessary. The Planning Department was of the view that such a requirement would not meet the test for necessity or reasonableness and possibly enforceability. Toilets are provided in restaurants and sit down food outlets but not generally in retail premises.
- There is a legal requirement to report back to Welsh Government in May 2021. Therefore, implementation of the recommendations outlined in the report need to be implemented, going forward.
- In response to a question raised, it was noted that Lle open access data held by Welsh Government, is a national database that Welsh Government sponsors. This will provide the initial information from all local authorities and national parks. This will be developed into an app.

Committee's Conclusion:

We resolved that:

- 1) the Monmouthshire Local Toilets Strategy be subject to an Individual Cabinet Member Decision on 12th June 2019.
- 2) A Working Group of Members and Officers be established to ensure recommendations are implemented. County Councillors V. Smith and A. Webb agreed to represent the Select Committee on the Working Group.

The meeting ended at 3.39 pm.

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Public Document Pack Agenda Item 8b

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held
at on Thursday, 6th June, 2019 at 10.00 am

PRESENT: County Councillor L.Dymock (Chairman)

County Councillors: A. Easson, L. Guppy, R. Harris, V. Smith and
J.Treharne

OFFICERS IN ATTENDANCE:

Hazel Ilett	Scrutiny Manager
Roger Hoggins	Head of Operations
Wendy Barnard	Democratic Services Officer
Alan Burkitt	Policy Officer Equalities and Welsh Language
Hannah Jones	Youth and Community Officer
Carl Touhig	Head of Waste and Street Scene

ALSO IN ATTENDANCE:

Peter Jackman	Chair, Crucorney Environmental Group
Andrea Jackman	Secretary, Crucorney Environmental Group

APOLOGIES:

County Councillors P. Clarke and A. Webb

1. Declarations of Interest

No declarations of interest were made.

2. Open Public Forum

No members of the public were present.

3. Crucorney Litter Scheme: Update

Purpose:

To receive an update on the Crucorney Litter Project from the Crucorney Environmental Group (CEG), represented by Peter Jackman, Chairman and Andrea Jackman, Secretary.

Key Issues:

- CEG is a small group based in Llanvihangel Crucorney focussed on litter picking and litter prevention with the help of 30-40 volunteers.
- There is an annual Spring Clean event and litter picking is otherwise on an ad hoc basis by the volunteers.
- A report was presented to the Strong Communities Select Committee in November that contained some challenges for the council to help prevent littering and tackle causes.
- The project has a purpose of preventing roadside litter through the use of bins and signage, to change behaviour and support the volunteers.

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- Results show that the residents have mainly welcomed or accepted the trial, with a limited number of objections. It is concluded that the trial will continue, removed signs will be replaced and the campaign widened.

Member scrutiny:

Following the presentation, Members were invited to ask questions:

- A Member asked if there was a community central point (large wheelie bin) where full bags can be stored until collected and was informed that there is no such facility at present.
- It was questioned if local campsites have you been visited to check their waste disposal arrangements and responded that a community councillor has started this process but it was noted that not all campsites are licensed.
- A Member raise health and safety concerns about unauthorised campsites and also queried the Council's responsibility for removing rubbish from them. The Head of Waste and Street Scene advised that authorised campsites are obliged to provide a point for waste collection. If an informal campsite is discovered, the landlord is advised of the need for a trade waste agreement. Campers may drop black bags by bins in laybys believing that is the appropriate place and may encourage further fly tipping. Campers and campsites can use the Llanfoist Household Waste Recycling Centre (HWRC) to dispose of waste. In response to a question, it was confirmed that the permit system will cause issues but added that businesses should have a trade waste permit. Changeover days for holiday lets are also problematic as bags can be left out for up to two weeks. The authority works with businesses to encourage weekly or daily trade waste collection in such cases.
- A Member confirmed that authorised campsites are regulated and licensed by Environmental Health. Planning permission is also required. It was agreed that unauthorised sites should be subject to enforcement.
- The CEG will share its findings with the Community Council as a first step.
- Whilst commending the Group's efforts, a Member condemned the concept of having to clear up after people adding that placing bins in rural areas attracts waste from residents of other authorities.
- The Chair thanked the representatives of the CEG for the update. It was suggested that this time of year is popular with school leavers camping and that there was a need to change attitudes through more interaction with schools.
- The Head of Waste and Street Scene provided an update on progress with the Litter Strategy. The Select Committee was reminded that the draft litter strategy was presented in November 2018 with lots of views expressed and shortly afterwards it was announced that the funding for local environmental quality was being removed. Welsh Government suggested more collaborative work on litter and work with Keep Wales Tidy started. All Welsh authorities have signed up to a programme of work. A reduced amount of funding will be available and work will be branded "Caru Cymru" (Love Wales). The authority needs to work within the national strategy. It was noted that national enforcement such as litter from cars is a priority. A further priority is a national campaign to support community groups to stop litter occurring in the first place. Verge side litter, dog fouling and fly-tipping are also priorities. The authority's priorities will be aligned to national priorities.
- The representative of the CEG asked about training for enforcement officers, and also questioned if there had been any progress on sponsorship with businesses. It was responded that training has been provided for enforcement officers mainly for parking, but moving on to environmental quality issues. The presence of a uniform and visibility on the street is having an effect already. This is mainly in towns not rural areas however.

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- Keep Wales Tidy is planning to approach businesses on a national level and any funding received would be shared out locally and equally.
- The Head of Operations explained that six Civil Enforcement Officers have been appointed funded by the income from fines. In time, it is intended to develop a wider enforcement role to include environmental quality. Initially, priority will be given to on and off street parking offences. It was also confirmed that enforcement officers are in radio contact with the service manager. It was agreed that a report on civil parking enforcement will be presented to a future meeting.
- It was confirmed that the Welsh Government Strategy is expected in July. It was agreed to invite CEG to a future meeting to review the strategy. It was also agreed to review the success of the permit scheme at the same meeting.
- It was agreed that the issue of unauthorised campsites will be discussed with the Community Council as part of wider discussion on the trial.

Committee Conclusion:

The Chair thanked the Crucorney Environmental Group for their contribution to the meeting.

It was agreed that the group would be invited to a future meeting to review the Litter Strategy and to also review the success of the permit scheme at the same meeting if possible.

The issue of waste from unauthorised campsites will initially be discussed with the Community Council as part of the wider discussion of the trial

4. Apprentice, Graduate and Intern Strategy

Purpose:

To present the draft Apprentice, Graduate and Intern (AGI) Strategy (2019-22) and the priorities contained within. To inform members of the proposed creation of an AGI Coordinator post to oversee the implementation of the AGI Strategy.

Recommendations:

- The committee to scrutinise the draft Apprentice, Graduate and Intern Strategy and make recommendations accordingly.
- Subject to any recommendations made, Committee to endorse the draft Apprentice, Graduate and Intern Strategy for submission to Cabinet for approval on 3rd July 2019.

Key issues:

1. The Council does not currently have a strategy in place to develop and support apprenticeship, graduate jobs and internships across the local authority. Apprentices, Graduates and Interns (AGI) are an asset to any organisation and can bring significant benefits to the business and existing workforce.
2. A need has been identified for a coordination role to support the Youth Enterprise Manager in delivering on the priorities of the Apprentice, Graduate and Intern Strategy (appendix 5 – AGI Coordinator Job Description). The AGI Coordinator will monitor and support delivery of the AGI Strategy and action plan, and will have a responsibility to;
 - Support identification and creation of apprentice, graduate and intern opportunities across the organisation to support current and future skills needs.

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- set up and manage a comprehensive quality monitoring system for AGI opportunities to ensure a positive experience for all involved
- increase accessibility to higher level and more diverse training opportunities for new and existing employees
- promote the value of apprentice, graduate and intern recruitment opportunities within the local authority

3. There are currently fifteen apprentices (April 2019) within the Council in the following service areas: Schools, Property services, Highways, Partnerships and Community Development, Youth Enterprise. The number of graduate officers or internships is not currently recorded.

4. The variety of apprenticeship posts within the council at present is limited and tend to be in the fields of Business Administration, Information Technology and Teaching Assistants. Expanding training opportunities and the range of higher-level qualifications will support current and future skills needs and succession planning.

Member scrutiny:

The report was presented by the Youth Enterprise Manager. Following presentation of the report, questions were invited from Select Committee Members as follows:

- A Member asked how many applicants or approaches are made to the Council about Apprentices, Graduate and Internships. It was responded that numbers can vary and can be in response to adverts or sometimes students make contact via e mail requests e.g. for placements. This can amount to approximately 30 individual approaches on an annual basis.
- A Select Committee Member was unaware of internships and expressed concern about the potential for exploitation. Further concern was expressed that it was not known how many, or where internships are within the organisation. It was confirmed that Service Managers know but the information is not easy to compile. The Member was concerned that individuals completing work experience don't have a formal salary, it is at the discretion of the Manager if travel expenses are paid. It was suggested that a policy was required. The Member asked how many graduate jobs are in place. Referring to these points, it was thought unwise for the report to proceed to Cabinet without some further information. It was responded that for internships, payment of travel expenses was a point that could be covered by the volunteer policy and that an amendment is needed. Regarding the number of graduates, it was agreed that the definition requires greater clarity as these individuals can work in various sectors of the organisation. Figures can be provided for the report once there is clearer information.
- It was questioned if there are records of interns' progress and success and confirmed that this is available at the end of their period of internship. It was explained that this aspect requires careful management, a clear offer and expectations through discussion with service managers.
- A Member asked if the 15 apprentices are within the authority or with other bodies, if they are paid the appropriate rate for their age and if the internship scheme would fit into a similar scheme. It was added that interns should receive some form of recompense and shouldn't be viewed as free labour. It was suggested that the matter is deferred to return for further scrutiny to proceed to Cabinet at the end of July or in September. It was also suggested that feedback should be sought from the Head of Law/Monitoring Officer on the legal aspects of the scheme.
- A Member welcomed the policy and requested that the application timeline can be as short as possible.
- It was queried if delaying the report through the summer would have a detrimental effect on further adverts. It was responded that all posts advertised in the authority have the same timeline. It was added that service areas can continue to be supported with

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recruitment in the meantime. The development area is for graduates and internships and it is important to ensure all aspects are correct before proceeding. There is a toolkit in the document that was devised following meetings with current apprentices to explore their experiences with a view to considering how best to provide support from the point of entry and career pathways going forward. The strategy will provide a clear pathway of direction.

- The Member expressed the importance of stipulating a finishing point, what individuals can expect to be paid and when the individual will move to a new post. It was confirmed that the level of pay and qualification details are made clear from the outset; the investment in a post will strengthen this aspect, provide robust quality assurance and suitable progression for the apprentice. This information would also be valuable for the line manager.
- It was queried if there is liaison with Coleg Gwent, and confirmed that work will be revisited through the strategy to provide a more co-ordinated approach and pathways for

Committee Conclusion:

The Chair, on behalf of the Committee, thanked the Officer for attending the meeting and explained that the Select Committee, following scrutiny, asked for some more information and amendments to be made to the report before it proceeds to Cabinet. It was agreed that the report should return to Strong Communities Select Committee on 11th July 2019 for further scrutiny then to Cabinet on either 31st July or 4th September 2019.

students. It was added that there will also be more engagement with schools.

5. Welsh Language Monitoring Report

Purpose:

To provide a performance overview of our compliance and recording systems in relation to the Welsh Language Standards that were allocated in line with the requirements of the Welsh Language (Wales) Measure 2011.

Recommendations:

Members are invited to conduct performance monitoring scrutiny, highlighting any areas of concern in relation to performance to the Cabinet Member. The report is a record of the Council's activities over the last financial year in respect of compliance with its allocated Welsh Language Standards. The report will then be forwarded to the Welsh Language Commissioner's Office by the 30th June 2019 for their scrutiny, a response and formal approval. It will also be posted on the council's English and Welsh websites for public scrutiny.

Key issues:

1. The Monitoring report details information recorded in relation to specific areas of the Welsh Language Standards allocated to this council. The Welsh Language Commissioner requests this information annually in order to be able measure our progress in terms of compliance with the Standards.
2. The report will be forwarded to the Welsh Language Commissioner's Office by the 30th June 2018. Once the report has been read and analysed by the Commissioner the Council meets with the Commissioners' Office to discuss any areas of good practice and any areas of concern that require improvement. It will also be posted on the council's English and Welsh web sites to allow for public scrutiny.

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3. Fundamentally the Council is doing well in terms of compliance with these challenging standards. One continuing area of concern though is the low numbers of fluent Welsh speakers that are employed by the Council (31) potentially making us susceptible to challenge as a result of our inability to provide or proactively offer any kind of frontline services to the Welsh speaking members of the public of Monmouthshire. The Workforce Planning process that was developed and led by the Welsh Language and Equality Officer and Human Resources has been underway for at least 2 years. The process involves auditing the Welsh Language skills that exist in divisions, looking for any gaps and then designating posts as Welsh Essential when they become vacant. This process has worked well and posts have been designated as Welsh Essential. Unfortunately when some of these have been advertised there has been a lack of applicants but it is anticipated that the numbers of fluent Welsh speakers in the council will increase gradually but that will take some time to have the desired effect.

Member Scrutiny:

The Policy Officer Equalities and Welsh Language presented the report and questions were invited.

- A Member commented that line managers are not always in a position to commit staff to attend or continue courses. This point was agreed and is common across all authorities. It was questioned if Learn Welsh courses are given equal priority to other training courses provided to staff. The authority was requested to regard Welsh Language courses the same as other professional courses. The Officer is working with Coleg Gwent to improve numbers on courses by including members of the public to sustain numbers on the courses. It was confirmed that volunteers take up courses for a variety of reasons and no one is required to do it.
- It was also confirmed that the numbers of Welsh speakers recorded does not include school based staff and that there are varying levels of fluency and confidence. Some staff members do not disclose their ability to speak the language. It was suggested that HR should have a process to gather this information on appointment.
- The Chair asked if the information is gathered when staff are recruited. It was thought that this information is gathered on a separate confidential form and that there may be an opportunity to ask new starters if they are willing to divulge this information. A Member also suggested that managers could send out an e mail to ask their staff if they are Welsh speakers. The officer agreed to make further enquires with HR. It was responded that there is no obligation for staff members to disclose Welsh Language skills as this is a protected characteristic. The Chair felt that the way the question is asked could influence a staff member's likelihood of responding.
- A Member asked if the change in the demographic in the county due to an influx of residents from Bristol has impacted on schools, and asked how this demand would be monitored. It was responded that students in Wales have to learn Welsh as part of the curriculum. Older pupils arriving from England may require extra assistance to reach the required standard.

Committee Conclusion:

The Chair summarised the views of the Select Committee that

- 1) There are concerns about employees not getting support to attend courses from line managers; and
- 2) There is a need to gather better quality data on Welsh speakers in the organisation.

6. To confirm minutes of the previous meeting

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held at on Thursday, 6th June, 2019 at 10.00 am

The minutes of the previous meeting were confirmed as an accurate record.

7. Action list

The Action List from the last meeting was noted.

An update was provided that an annual performance report from Registrar service will be scheduled for later in the year.

8. Strong Communities Forward Work Programme

The Forward Work Programme was updated as follows

11th July 2019:

It was estimated that the meeting would be longer to give sufficient time to adequately scrutinise four items to include:

- Apprentice, Graduate and Intern strategy
- Modern Day Slavery Protocol
- Corporate Plan and Annual Report
- Revenue and Capital Outturn Report

Special meeting in September to be arranged:

- Road safety and traffic strategy (Reports were requested well in advance of the meeting to facilitate thorough scrutiny)

26th September 2019:

- Rights of way improvement plan
- Budget monitoring

Special meeting October:

- Litter Strategy – invite Crucorney Environmental Group
- Waste Collections Policy

Suggestion for a Members' Seminar:

- Civil Enforcement

9. Cabinet & Council forward work programme

The Council and Cabinet Forward Planner was noted.

Regarding burials and cremations, it was confirmed that a working party of Councillors is working on a report.

10. Date and time of next meeting

11th July 2019 at 10.00am (pre-meeting at 9.30am).

The meeting ended at 12.20 pm

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Public Document Pack Agenda Item 8c

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held
at Conference Room - Usk, NP15 1AD on Monday, 1st July, 2019 at 2.00 pm

PRESENT: County Councillor (Chairman)
County Councillor (Vice Chairman)

County Councillors: L.Dymock, A. Easson, R. Harris and J.Treharne

Also in attendance County Councillor(s):

OFFICERS IN ATTENDANCE:

Hazel Ilett	Scrutiny Manager
Nicola Perry	Senior Democracy Officer
Matthew Gatehouse	Head of Policy and Governance

APOLOGIES:

County Councillors P. Clarke, D. Dovey, L. Guppy, V. Smith and A. Webb

1. Declarations of Interest

None.

2. To consider a Call-In relating to the Individual Cabinet Member Decision dated 12th June 2019 regarding the Staffing Structure - Local Democracy and Business Support. The following papers are attached for consideration.

The Chair opened the meeting, advising that the Committee were meeting to consider a Call-in request of the Individual Cabinet Member Decision taken on 12th June 2019 regarding the Staffing Structure for Local Democracy and Business Support.

The Scrutiny Member confirmed the process of the Call-in and explained that Members could decide upon one of the following outcomes:

1. Accept the Cabinet Member's decision
2. Refer the matter back to the Cabinet Member for re-consideration with reasons.
3. Refer the matter to Council.

The Members who had requested the decision to be called in addressed the committee and highlighted concerns.

There was particular concern that the process had not been carried out appropriately, with a lack of consultation among staff / unions and Members.

Concerns were raised around the duty of care to staff involved, and there had been a lack of coherent response to concerns raised at Democratic Services Committee.

The Cabinet Member for Governance responded to the following:

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Minutes of the meeting of Strong Communities Select Committee held at Conference Room - Usk, NP15 1AD on Monday, 1st July, 2019 at 2.00 pm

- In terms of consultation the report had been on the Council and Cabinet Forward Workplan for some time. Some staffing issues meant that there were restrictions on timescales. Proposals were due to the meeting of Democratic Services Committee on 20th May 2019, but the meeting had been cancelled. In terms of consultees this had been discussed at the Scrutiny Chairs meeting with no objections.
- The Monitoring Officer had confirmed that the proposed changes to minutes taking were legal and appropriate.
- Staffing matters are not an issue for Committees, and it was considered that the proposed restructure would provide an appropriate number of staff.
- Unions had expressed no concerns around the proposals.

The Head of Policy and Governance was invited to respond.

He added that there has been staff engagement, and he had offered to meet with staff. HR have been involved in the process. There had been no comments from unions.

He explained that there is, on average, 14 meetings a month and under the new arrangements these will be covered by 2 Committee Officers and the Senior DS Officer. This averages 22 hours per month.

Select Committee members were invited to comment.

Clarity was sought on the reason for cancelling the May meeting of DS Committee. It was understood that this was due to staff commitments at the European Elections, hence the current lack of capacity within the team.

The Officer responded that as an organisation we are not funded to have staff for every eventuality and it was recognised that the Elections team undertake unseen work.

The Cabinet Member added that the proposals will improve the service, and the addition of a Scrutiny Officer will lead to improved governance.

When asked, the Scrutiny Manager explained that the remit of the Democratic Services Committee is to ensure support for scrutiny.

The Head of Service expressed that there would be a compromise in terms of shorter and more concise minute taking.

A Committee Member raised concerns around the possibility of IT problems, and the effect of having no support for this during the meetings.

There was suggestion that the proposals should not be rushed through, and wider discussions should be undertaken.

To conclude the meeting Members were asked to vote. 2 Members voted to accept the recommendation. 2 Members voted to refer the matter to Council. The Chairman, with the casting vote, resolved that the Cabinet Member decision be accepted.

The meeting ended at 3.15 pm

Special Meeting – Strong Communities Select Committee

Action List

21st May 2019

Minute Item:	Subject	Officer / Member	Outcome
4.	Public Protection 2018/19 Performance Report	David Jones / Hazel Ilett	An update report regarding air pollution in Usk and the work that is being undertaken to address this issue to be presented to the Select Committee later in the year.
		David Jones	The Head of Public Protection to investigate whether vape shops are on the tobaccoists' register and that his findings be reported back to the Select Committee.
		David Jones / Hazel Ilett	An annual performance report to be scheduled in May of each year.
		David Jones / Hazel Ilett	A half year exception report, highlighting any gaps in service delivery, to be scheduled in November of each year.
5.	Pre-decision scrutiny of the Monmouthshire Local Toilet Strategy	David Jones	The Monmouthshire Local Toilets Strategy to be subject to an Individual Cabinet Member Decision on 12th June 2019.

		David Jones / Hazel Ilett	A Working Group of Members and Officers be established to ensure recommendations are implemented. County Councillors V. Smith and A. Webb agreed to represent the Select Committee on the Working Group.
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STRONG COMMUNITIES ACTION LIST

MEETING	ACTION	OFFICER
6 th June 2019	<ul style="list-style-type: none"> • Invite Crucorney Environmental Group to a future meeting to review the Litter Strategy and to also review the success of the permit scheme at the same meeting if possible. • Amendments to be made to the Apprentice, Graduate and Intern Strategy report before it proceeds to Cabinet. It was agreed that the report should return to Strong Communities Select Committee on 11th July 2019 • Officer to contact HR to request assistance to gather better quality data on welsh speakers in the organisation 	<p>Scrutiny Manager</p> <p>Hannah Jones, Youth Enterprise Manager</p> <p>Alan Burkitt, Policy Officer Equalities and Welsh Language</p>

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Monmouthshire's Scrutiny Forward Work Programme 2019-20

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
11th July 2019	Modern Day Slavery Protocol	Pre-decision Scrutiny of the Modern Day Slavery Protocol (following a previous scrutiny policy development workshop).	David Jones Diane Corriester Sharran Lloyd	Pre-decision Scrutiny
	Hydrogen Powered Vehicles	Discussion paper on hydrogen powered vehicles, to seek members views and consider associated implications.	Roger Hoggins	Policy Development
	Revenue and Capital Outturn report	Quarterly scrutiny of the budget monitoring report	Mark Howcroft	Budget Monitoring
	Apprentice, Graduate and Intern Strategy	Scrutiny of the draft strategy to provide apprenticeship, graduate jobs and internship opportunities ~ following scrutiny in June.	Hannah Jones	Policy Development
Special Meeting early September 2019	Traffic & Road Safety	To present the Speeding Management Process for pre-decision scrutiny developed by the Strong Communities Task and Finish Group.	Paul Keeble Roger Hoggins	Policy Development
To be confirmed	Corporate Plan and Annual Report	Scrutiny of the executive members on the performance service delivery and alignment to the corporate plan.	Frances O'Brien Peter Davies Richard Jones Cllr Jane Pratt Cllr Sara Jones	Performance Monitoring
26th September 2019	Rights of Way Improvement Plan	Pre-decision scrutiny on the final plan in September/October ~ following the assessment stage, there will be a formal review, preparation of a draft plan, formal consultation prior to decision.	Matthew Lewis	Pre-decision Scrutiny
	Budget Monitoring report - Month 2	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Budget Monitoring
Special Meeting Early October (TBC)	Litter Strategy	To consider the Monmouthshire Litter Strategy that aligns to the national litter strategy being developed in conjunction with Keep Wales Tidy ~ Invite Crucorney Environmental Group to discuss how the Crucorney trial can be supported through the strategy.	Carl Touhig Crucorney Environmental Group	Policy Development

Monmouthshire's Scrutiny Forward Work Programme 2019-20

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Waste Collections Policy		Carl Touhig	Policy Development
7 th November 2019	(To be confirmed)			
13 th December 2019	(To be confirmed)			
16 th January 2020	Strategic Equality Plan	Scrutiny of the Council's third Strategic Equality plan prior to adoption by Council on 5 th March 2020.	Alan Burkitt	Pre-decision Scrutiny
	Budget Monitoring report - Month 7	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Budget Monitoring

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Future Agreed Work Programme Items: Dates to be determined

- × Annual monitoring of Public Protection in May, a half year exception report, highlighting any gaps in service delivery, to be scheduled in November of each year.
- × Registrars Service ~ annual monitoring in May
- × Air Pollution Monitoring Report ~ Multiple departments – Autumn
- × Social Justice Policy update
- × Open Space Review ~ review of open spaces and the prioritisation and management of highways ~ strategic review rather than operational.
- × Civil Parking Enforcement ~ members seminar in Autumn
- × Welsh Language Report ~ return of data
- × Cremations and Burials ~ 3 Members to investigate/report back. Social issues and financial.

Emerging issues/topics to be raised with the committee before inclusion ~ some reports to be received by email for comment rather than in-depth scrutiny

Cabinet, Council and Individual Cabinet Member Decisions (ICMD) Forward Plan

Monmouthshire County Council is required to publish a forward plan of all key decisions to be taken. Council and Cabinet items will only be considered for decision if they have been included on the planner no later than the month preceding the meeting, unless the item is considered urgent.

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
Cabinet	03/06/20	Budget Monitoring report - month 12 (period3) - outturn	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year	Mark Howcroft	18/04/19	
Cabinet	01/04/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 9 held on 5th March 2020.	Dave Jarrett	18/04/19	
Council	05/03/20	Council Tax Resolution	To set budget and Council Tax	Ruth Donovan	18/04/19	
Cabinet	04/03/20	Budget Monitoring report month 10		Mark Howcroft	18/04/19	
Cabinet	04/03/20	2019/20 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2019/20 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.	Dave Jarrett	18/04/19	
Cabinet	12/02/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 8 held on 23rd January 2020.	Dave Jarrett	18/04/19	
Council	23/01/20	Council Tax Reduction Scheme		Ruth Donovan	18/04/19	
Cabinet	08/01/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications Jarrett, meeting 7 held on 5th December 2019	Dave Jarrett	18/04/19	

Cabinet	08/01/20	Budget Monitoring report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year.	Mark Howcroft	18/04/19	
ICMD	18/12/19	SPG Landscape	To provide guidance on landscape character to inform planning decisions	Mark Hand/Amy Longford	02/05/19	
ICMD	18/12/19	SPG archaeology	To identify three new Archaeologically Sensitive Areas	Mark Hand/Amy Longford	01/05/19	
Cabinet	11/12/19	Council Tax Base 2020/21 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2020/21 and to make other necessary related statutory decisions	Sue Deacy/Ruth Donovan	18/04/19	
Cabinet	06/11/19	Draft Revenue Budget Proposals (including fees and charges proposals)		Mark Howcroft	18/04/19	
Cabinet	06/11/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 6 held on 24th October 2019	Dave Jarrett	18/04/19	
Cabinet	06/11/19	Long Term Household Recycling		Roger Hoggins	29/01/19	
ICMD	23/10/19	SPG S106 guidance note	To clarify how S106 contributions are calculated	Mark Hand	01/05/19	
Cabinet	02/10/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 5 held on 19th September 2019	Dave Jarrett	18/04/19	
Cabinet	02/10/19	Usk Town Strategy		Frances Williams	29/01/19	

Council	19/09/19	Social Services Directors Annual Report		Julie Boothroyd	19/06/19	
Council	19/09/19	MCC Audited Accounts (formal approval)	To present the audited Statement of Accounts for approval by Council	Mark Howcroft	18/04/19	
Council	19/09/19	SE Wales Strategic Development Plan		Mark Hand	18/06/19	
Council	19/09/19	Corporate Plan Annual Report		Richard Jones	19/06/19	
Council	19/09/19	Safeguarding - Annual Report to Council		Jane Rodgers	20/06/19	
Council	19/09/19	ISA 260 report - MCC Accounts - attachment above	To provide external audits report on the Statement of Accounts	WAO	18/04/19	
Council	19/09/19	Director of Social Services Annual Report		Julie Boothroyd	04/06/19	
ICMD	11/09/19	SPG Landscape	To provide guidance on landscape character to inform planning decisions	Mark Hand/Amy Longford	02/05/19	
ICMD	11/09/19	SPG archaeology	To identify three new Archaeologically Sensitive Areas	Mark Hand/Amy Longford	01/05/19	
Cabinet	04/09/19	Section 106 Funding – Penperlleni		Mike Moran	20/02/19	

Cabinet	04/09/19	Decision on the closure of Mounton House School		Matthew Lewis	20/05/19	
Cabinet	04/09/19	Section 106 Funding – The Hill, Abergavenny		Mike Moran	20/02/19	
Cabinet	31/07/19	School Partnership Agreement		Cath Sheen	01/07/19	
Cabinet	31/07/19	SPG Affordable Housing commuted sums pre consultation	To revise guidance on affordable housing contributions, specifically to amend when commuted sums are required on small scale developments	mark Hand	01/05/19	
Cabinet	31/07/19	Apprentice, Graduate and Intern Strategy		Hannah Jones	07/06/19	
Cabinet	31/07/19	Economic Growth and Ambition Plan		Cath Fallon	08/05/19	
Cabinet	31/07/19	MTFP and Budget Process	To outline the context and process within which the MTFP over the next 4 years and the budget will be developed.	Mark Howcroft	18/04/19	
Cabinet	31/07/19	Restructure of Enterprise Directorate		Frances O'Brien	07/06/19	
Cabinet	31/07/19	Restructure of Resources Directorate		Peter Davies	07/06/19	
Cabinet	31/07/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 4 held on 18th July 2019	Dave Jarrett	18/04/19	

Cabinet	31/07/19	Budget Monitoring report - month 2 (period 1)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year.	Mark Howcroft	18/04/19	
ICMD	24/07/19	Proposed disposal of land and foul drainage easement' to Edenstone Homes at Penlanlas Farm, Old Hereford Road, Abergavenny.	Cllr P Murphy	Ben Thorpe	20/06/19	
ICMD	24/07/19	The expansion of the Shared Service to include Revenues		Ruth Donovan	18/06/19	
ICMD	24/07/19	The Social Housing Grant Programme		Louise Corbett	02/05/19	
ICMD	24/07/19	SPG S106 guidance note	To clarify how S106 contributions are calculated	Mark Hand	01/05/19	
ICMD	24/07/19	SPG Infill Development	To provide planning guidance for dealing with infill and backland development	Mark Hand/David Wong	01/05/19	
Council	18/07/19	Audit Committee Annual Report		Phillip White	10/06/19	
Council	18/07/19	MonLife		Tracey Thomas	03/05/19	
Council	18/07/19	Constitution Update	To receive information regarding the review of the Council Constitution	Matt Phillips	29/05/19	
ICMD	10/07/19	Proposed disposal of land and foul drainage easement' to Edenstone Homes at Penlanlas Farm, Old Hereford Road, Abergavenny.	Cllr P Murphy	Ben Thorpe	20/06/19	

ICMD	10/07/19	PTU Structure		John McConnachie		
ICMD	10/07/19	Collections Review		Rachael Rogers	27/03/19	
Cabinet	03/07/19	Replacement LDP Issues, Vision and Objectives		Rachel Lewis	11/06/19	
Cabinet	03/07/19	Social Justice Strategy Annual Update		Cath Fallon	08/05/19	
Cabinet	03/07/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 1 & 3 held on 11th April and 20th June 2019	Dave Jarrett	18/04/19	
Cabinet	03/07/19	LDP Growth Options	From ICMD	Mark Hand	01/05/19	
Cabinet	03/07/19	Guaranteed Interview Scheme for Service Leavers, Veterans and Spouses		Joe Skidmore	07/06/19	
Cabinet	03/07/19	Digital Deprivation Action Plan		Cath Fallon	01/04/19	
ICMD	26/06/19	Training/PTU Structure		John McConnachie	14/05/19	
ICMD	26/06/19	SWTRA agreement signature - May 19	Jane Pratt	Roger Hoggins	04/06/19	

ICMD	26/06/19	Household Waste Duty of Care Fixed Penalty Notices	Sara Jones	Huw Owen	04/06/19	
ICMD	26/06/19	LDP Growth Options	Going to Cabinet 3 July	Mark Hand	01/05/19	
ICMD	12/06/19	PROPOSED 30 MPH SPEED LIMIT STATION ROAD AND OLD TRAP ROAD, GILWERN	DEFERRED PENDING FURTHER WORK ON COSTINGS	Paul Keeble	02/05/19	
ICMD	12/06/19	Interim arrangements - transfer of the GIS from SRS	to outline the interim arrangements for provision of the GIS function in collaboration with Newport City Council	Sian Hayward	16/05/19	
ICMD	12/06/19	Non Domestic Rates application for hardship relief	To determine whether it is appropriate to give discretionary rate relief on the grounds of hardship to a ratepayer in Monmouth town	Ruth Donovan	23/05/19	
ICMD	12/06/19	Structural Changes in Policy and Governance Section		Matt Gatehouse/P Jordan	02/05/19	
ICMD	12/06/19	Volunteering Update	DEFERRED	Cath Fallon	08/05/19	
ICMD	12/06/19	Eco-Flexi Statement of Intent	To scrutinise the Council's "Statement of Intent" regarding access to Energy Company	Steve Griffiths	01/05/19	
ICMD	12/06/19	Training/PTU Structure	DEFERRED TO 26/6	John McConnacie/Bryan Jones	14/05/19	
ICMD	12/06/19	Monmouthshire Local Toilet Strategy	From Cabinet Planner	Dave Jones	21/05/19	

Cabinet	05/06/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 2 held on 16th May 2019	Dave Jarrett	18/04/19	
Cabinet	05/06/19	Revenue and Capital Monitoring Outturn	To provide Members with information on the outturn position of the Authority for the financial year	Mark Howcroft	18/04/19	
Cabinet	05/06/19	Local Toilet Strategy		Dave Jones	06/03/19	
Cabinet	05/06/19	Section 106 funding – Forensic Science Laboratory Site, Chepstow		Mike Moran	20/02/19	
Cabinet	05/06/19	LDP Issues, Objectives & Vision		Mark Hand		
ICMD	22/05/19	SWTRA Agreement - Singature & Seal		Roger Hoggins	02/05/19	
ICMD	22/05/19	APPEARANCE OF LOCAL AUTHORITIES IN LEGAL PROCEEDINGS		Matt Phillips/ Paul Jordan	30/04/19	
ICMD	22/05/19	(ENRaW) Funding: Gwent Green Grid Partnership		Matthew Lewis	24/04/19	
ICMD	22/05/19	PROPOSED PROHIBITION OF WAITING AT ANY TIME, NEWTOWN ROAD, PENPERLLEN.		Paul Keeble	18/04/19	
ICMD	22/05/19	PROPOSED PROHIBITION OF WAITING AT SPECIFIED TIMES ONLY, LAUNDRY PLACE, ABERGAVENNY		Paul Keeble	18/04/19	

Council	16/05/19	Chief Officer CYP Annual Report		Will Mclean	26/03/19	
Council	16/05/19	Proposed Off-Road Cycling Centre, Llanfoist		Mike Moran	20/02/19	
Council	16/05/19	Speed Management		Roger Hoggins	29/01/19	
ICMD	08/05/19	Delivering Excellence in Children's Service: Establishment update in line with setting the structure for 2019/20.	To establish a fit for purpose structure for Children's Services for the forthcoming financial year of 2019/2020 and beyond.	Jane Rodgers	17/04/19	
ICMD	08/05/19	Museum Service Interim Reduction in hours		Matt Lewis	11/04/19	
Cabinet	01/05/19	Cabinet to agree to commence statutory consultation to open a new Welsh Medium Primary School in Monmouth.	Deferred to ?	Debbie Morgan	05/03/19	
Cabinet	01/05/19	Recruitment & Selection Policy		Sally Thomas	26/02/19	
Cabinet	01/05/19	Play Sufficiency Audit and Action Plan 2019		Mike Moran	20/02/19	
Cabinet	01/05/19	Proposed changes to the membership of the school budget finance forum	This paper is to propose changing the membership of the school budget forum to allow wider representation	Nikki Wellington	15/02/19	
ICMD	24/04/19	ROWIP DRAFT PLAN		Ruth Rourke	02/0/19	

ICMD	24/04/19	Review of Collections Development Policy		Rachael Rogers	27/03/19	
Council	11/04/19	Monmouthshire Citizen Advice Bureau Annual Report	To provide members with an opportunity to discuss the work and ask questions of the Chief Executive of CAB Monmouthshire which provides advice to local people and its contribution to the council's purpose of building sustainable and resilient communities.	Matt Gatehouse	05/10/18	
Council	11/04/19	Mon Life		Peter Davies		
Council	11/04/19	Development Company		Peter Davies		
ICMD	10/04/19	Supplementary Planning Guidance on Affordable Housing commuted sums	endorsement to consult for 6 weeks	Mark Hand / Cllr Sara Jones	15/03/19	
ICMD	10/04/19	Housing Options Staffing Report		Ian Bakewell / Cllr Sara Jones	14/03/19	
ICMD	10/04/19	Consolidated Traffic Order		Roger Hoggins	29/01/19	
Cabinet	03/04/19	catchment review / admissions policy		Matthew Jones	19/03/19	
Cabinet	03/04/19	Agency and Self Employed Workers Policy		Sally Thomas	26/02/19	
Cabinet	03/04/19	Section 106 Funding – Sudbrook Paper Mill		Mike Moran	20/02/19	

Cabinet	03/04/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 9 held on the 7th March 2019.	Dave Jarrett	17/04/18	
ICMD	27/03/19	BLAENAVON INDUSTRIAL LANDSCAPE WORLD HERITAGE SITE MANAGEMENT PLAN (2018 - 2023)	To seek approval of the Blaenavon Industrial Landscape World Heritage Site Management Plan (2018-2023).	Matthew Lewis	08/03/19	
ICMD	27/03/19	DRAFT INFILL DEVELOPMENT SUPPLEMENTARY PLANNING GUIDANCE		MARK HAND	06/03/19	
ICMD	27/03/19	DEFINITIVE MAP MODIFICATION ORDER, PRICES BRIDGE, WHITELEYE, TRELLECH		Ruth Rourke	05/03/19	
ICMD	27/03/19	Weekend Traffic Orders	NO LONGER REQUIRED - RH	Roger Hoggins	29/01/19	
ICMD	27/03/19	Future Housing Management Register	NO LONGER REQUIRED	Mark Hard	29/01/19	
ICMD	27/03/19	Youth Support Grant Additional Funding	Cllr Richard John	Hannah Jones	21/01/19	
ICMD	13/03/19	Non Domestic Rates:High Street and Retail Rates Relief		Ruth Donovan	01/03/19	
ICMD	13/03/19	Use of S106 funding in Wyesham	Cllr Bryan Jones	Mike Moran	20/02/19	
ICMD	13/03/19	Proposed prohibition of waiting at any time Capel Y Ffin to Llanvihangel Crucorney Rd		Paul Keeble	19/02/19	

ICMD	13/03/19	Restructure of Housing Options Scheme	DEFERRED	Ian Bakewell	04/02/19	
ICMD	13/03/19	PSPO Consider Condition of all MCC car parks		Andrew Mason	08/01/19	
ICMD	13/03/19	Formula Change for Mounton House		Nikki Wellington		
Council	07/03/19	Road Safety Strategy		Rogger Hoggins	29/01/19	
Council	07/03/19	Final Budget Proposals	Combined with Council Tax Resolution Report	Peter Davies	11/09/18	
Council	07/03/19	Treasury Management Strategy 2019/20	To accept the annual treasury Management	Peter Davies	11/09/18	
Council	07/03/19	Council Tax Resolution 2019/20	To set budget and Council tax for 2019/20	Ruth Donovan	11/09/18	
Cabinet	06/03/19	Future Options for Mounton House School		Will Mclean	27/09/18	
Cabinet	06/03/19	2019/20 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2019/20 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	Dave Jarrett	17/04/18	
Cabinet	06/03/19	Report to Federate the Governing Bodies of Llanfoist Fawr and Llanvihangel Crucorney Primary Schools.		Cath Saunders		

Cabinet	06/03/19	Investment Case to Deliver next phase of procurement strategy		Peter Davies		
ICMD	27/02/19	ESTABLISHMENT OF URBAN AND PHYSICAL REGENERATION TEAM		Cath Fallon	29/01/19	
Council	21/02/19	Addressing our lack of a five year housing land supply: a review of Monmouthshire's approach to unallocated housing sites		Mark Hand	29/01/19	
Council	21/02/19	REGENERATION OF SEVERNSIDE & THE FUTURE ROLE OF CALDICOT TOWN TEAM.		Cath Fallon	29/01/19	
Council	21/02/19	Capitalisation of Revenue Costs		Mark Howcroft	29/01/19	
Cabinet - Special	20/02/19	Final Revenue and Capital Budget Proposals		Peter Davies	20/09/18	
ICMD	13/02/19	Lido facility in Bailey Park		Deb Hill Howells	21/01/19	
ICMD	13/02/19	Prohibition of waiting at anytime, Lansdown Road, Abergavenny		Paul Keeble	15/01/19	

Cabinet	06/02/19	Local Housing Market Assessment		Mark Hand	29/01/19	
Cabinet	06/02/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 8 held on the 17th January 2019.	Dave Jarrett	17/04/18	
ICMD	30/01/19	Data Protection & GDPR Officer for Schools		Sian Hawyard		
ICMD	30/01/19	Social Care & Health Senior Leadership Review Follow up		Tyrone Stokes		
Council	17/01/19	Council Tax Reduction Scheme 2018/19		Ruth Donovan	11/09/18	
ICMD	16/01/19	IN-HOUSE SENIOR CARE & SUPPORT WORKER RE-GRADING		Colin Richings	31/12/18	
ICMD	16/01/19	DOMESTIC ASSISTANT POST RE-GRADE		Sian Gardner	31/12/18	

ICMD	16/01/19	Monmouthshire LDP Sustainability Appraisal Scoping Report and Habitats Regulations Appraisal Initial Screening		Mark Hand/Rachel Lewis	21/12/18	
ICMD	16/01/19	LOCAL GOVERNMENT (WALES) ACT 1994	THE LOCAL AUTHORITIES (PRECEPTS) (WALES) REGULATIONS 1995	Jonathan S Davies	18/12/18	
Cabinet	09/01/19	Final Draft Budget Proposals or recommendation to Council.		Joy Robson	17/04/18	
Cabinet	09/01/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2018/19, meeting 7 held on the 13th December 2018.	Dave Jarrett	17/04/18	
Cabinet	09/01/19	Budget Monitoring report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2018/19 financial year.	Joy Robson/Mark Howcroft	17/04/18	

