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County Hall
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Usk
NP15 1GA

Wednesday, 7 December 2022

Notice of meeting

Performance and Overview Scrutiny Committee

Thursday, 15th December, 2022 at 10.00 am,
County Hall, Usk - Remote Attendance

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

AGENDA

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

submit the representation or use your log in, if you have registered previously.

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

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

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

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

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

4.	Welsh Education Strategic Plan	1 - 48
	To scrutinise performance against the action plan.	
5.	Strategic Risk Register	49 - 84
	To agree any future risks for scrutiny.	
6.	To confirm the minutes of the previous meeting	85 - 96
7.	Cabinet and Council Work Plan	97 - 106
8.	Performance and Overview Scrutiny Committee Forward Work Programme and Action List	107 - 112
9.	Next Meeting: Special Meeting - 17th January 2023	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillor Jill Bond, West End;, Welsh Labour/Llafur Cymru
County Councillor Ian Chandler, Llantilio Crossenny;, Green Party
County Councillor Tony Kear, Llanbadoc & Usk;, Welsh Conservative Party
County Councillor Alistair Neill, Gobion Fawr;, Welsh Conservative Party
County Councillor Paul Pavia, Mount Pleasant;, Welsh Conservative Party
County Councillor Peter Strong, Rogiet;, Welsh Labour/Llafur Cymru
County Councillor Ann Webb, St Arvans;, Welsh Conservative Party
County Councillor Laura Wright, Grofield;, Welsh Labour/Llafur Cymru
County Councillor Sue Riley, Bulwark and Thornwell;, Welsh Labour/Llafur Cymru

Public Information

Access to paper copies of agendas and reports

A copy of this agenda and relevant reports can be made available to members of the public attending a meeting by requesting a copy from Democratic Services on 01633 644219. Please note that we must receive 24 hours notice prior to the meeting in order to provide you with a hard copy of this agenda.

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.

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

Role of the Pre-meeting

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

Questions for the Meeting

Scrutinising Performance

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

Scrutinising Policy

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

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

General Questions:

Empowering Communities

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

Service Demands

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

Financial Planning

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

Making savings and generating income

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

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

Questions to ask within a year of the decision:

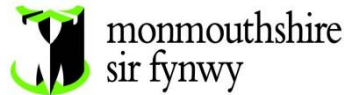
- Were the intended outcomes of the proposal achieved or were there other results?
- Were the impacts confined to the group you initially thought would be affected i.e. older people, or were others affected e.g. people with disabilities, parents with young children?
- Is the decision still the right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

Questions for the Committee to conclude...

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

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

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



SUBJECT: WELSH IN EDUCATION ACTION PLAN 2022-23

MEETING: PERFORMANCE AND OVERVIEW SCRUTINY COMMITTEE

DATE: 15th December 2022

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 The purpose of this report is to provide members of Performance and Overview Scrutiny Committee with Monmouthshire's first-year action plan for the Welsh in Education Strategic Plan (WESP) 2022-32
- 1.2 This report presents Monmouthshire's WESP Action Plan 2022-23 to Scrutiny before submitting to Welsh Ministers in line with statutory requirements.
- 1.3 Members should review the actions and timescales proposed in the Monmouthshire WESP Action Plan 2022 – 23 in relation to all aspects of corporate and strategic work within the local authority. This is particularly relevant in the proposed development of a of Welsh-medium seedling class, school transport arrangements, provision for Welsh-medium learners with Additional Learning Needs (ALN) and the Welsh language capacity of the workforce.

2. RECOMMENDATIONS:

It is recommended that Scrutiny Members:

- 2.1 Receive the Monmouthshire WESP Action Plan 2022-23.
- 2.2 Agree to the actions and timescales contained within Monmouthshire's WESP Action Plan 2022-23, including:
 - the expansion of Welsh-medium seedling class in the north east of the county in September 2023.
 - a School Transport Review to ensure all learners within the county have a realistic option of choosing a Welsh-medium education
 - the development of ALN Welsh-medium provision and the delivery of wider ALN services through the medium of Welsh
 - an increase in the proportion of Welsh speakers in the school and local authority workforce

3. BACKGROUND

- 3.1 Welsh Government's vision is to see one million Welsh speakers across Wales by 2050 and to achieve this the following actions will need to happen:
- more children in Welsh-medium education.
 - better planning in relation to how people learn the language;
 - more easy-to-access opportunities for people to use the language;
 - a stronger infrastructure and a revolution to improve digital provision in Welsh; and
 - a sea change in the way we speak about it.
- 3.2 This WESP focuses on the following seven key outcomes which interface with other key areas including our next Welsh Language Strategy, the Curriculum for Wales (CfW) and the Additional Learning Needs and Educational Tribunal Act (ALNET) Act.
- Outcome 1: More nursery children/ three-year-olds receive their education through the medium of Welsh
 - Outcome 2: More reception class children/ five-year-olds receive their education through the medium of Welsh
 - Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another
 - Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh
 - Outcome 5: More opportunities for learners to use Welsh in different contexts in school
 - Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018
 - Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh.
- 3.3 The WESP Action Plan 2022-23 outlines the steps we will take over the coming year to promote the expansion of Welsh-medium education and increase the opportunities for learners at all levels to engage with and use the language with confidence in line with the targets as outlined on our WESP 2022-32.

4. KEY ACTIONS

- 4.1 Establish a Promotion Working Group to support the development of Welsh language provision in settings, schools and across local authority services

- 4.2 Work with Mudiad Meithrin to establish a fourth Cylch Meithrin setting in Chepstow and stimulate increased demand for Welsh-medium provision across the county.
- 4.3 Work with Public Health Board (ABHB) to capture current arrangements for providing services through the medium of Welsh and opportunities to promote the benefits of a Welsh language education.
- 4.4 Open a seedling school, managed as a satellite class for Ysgol Y Ffin, in Monmouth Town from September 2023.
- 4.5 Complete the statutory consultation to establish a Welsh-medium school located in Monmouth town We are hopeful that such action will attract those families interested in Welsh-medium provision who are currently concerned by the travelling distances to the existing options.
- 4.6 Apply for further funding to build on and promote the developing provision to support latecomers so they feel reassured that Welsh-medium education is a genuine option for their child(ren).
- 4.7 Plan a mechanism to monitor the linguistic progression and progress of Monmouthshire learners attending Welsh-medium secondary education in collaboration with other local authorities.
- 4.8 Develop a system to collate GCSE achievements for all Monmouthshire pupils including those educated in out of county schools
- 4.9 Engage with Careers Wales to provide advice and support to promote future opportunities available to learners who have a formal Welsh language qualification.
- 4.10 Ensure that all four secondary schools in Monmouthshire offer an A level course in Welsh as part of a wider collaboration model.
- 4.11 Work with Coleg Gwent as they deliver bilingual units in childcare, health and social care and public service courses.
- 4.12 Carry out a mapping exercise to establish the range of opportunities to learn and speak Welsh across Monmouthshire.
- 4.13 Seek out new opportunities for learners to purposefully use Welsh in a variety of contexts in schools to increase engagement in the language and culture
- 4.14 Undertake an audit of ALN Welsh language needs and provision across Monmouthshire within the first year of the plan.
- 4.15 Analyse the Welsh language skills of the local authority workforce to identify training needs and gaps in service areas.

5. STATUTORY PROCESSES

- 5.1 The Local Authority is required to submit a WESP Action Plan annually to Welsh Ministers for approval in December each year.
- 5.2 Welsh Ministers will consider the WESP Action Plan for consideration and approval.

6. REASONS:

- 6.1 Wales is a bilingual nation with a clear ambition to increase the use of Welsh across the country. We fully support and are committed to the Welsh Government's national strategy for the Welsh Language Cymraeg 2050 and recognise the role of education in achieving this vision.
- 6.2 This WESP Action Plan 2022-23 sets out the strategic steps and actions Monmouthshire propose to take over the next year to contribute to our WESP and the Welsh Government's vision of million Welsh speakers across Wales by 2050.

7. RESOURCE IMPLICATIONS:

- 7.1 The Local Authority secured Welsh Government funding to establish a new school in Monmouth as detailed in our Strategic Outline Programme (SOP) Band B. The funding at the time of application covered 100% of the costs, however, since the start of the pandemic the cost of building work has increased significantly and with the recently introduced requirement for schools to meet carbon neutral standards, current costs may exceed the original estimate. Consequently, there is a potential resource implication for the Local Authority if Welsh Government are unable to meet the increase in costs.
- 7.2 The expectation is that all other costs to implement this WESP Action Plan will be met through the Revenue Grant. This means that any increase to costs because of the school transport and ALN reviews will need to be considered in the context of the whole authority budget.
- 7.3 The cost of late immersion provision will be covered by a grant for a further period of three years. Any additional cost will fall to the local authority after this period unless further funding as available from Welsh Government.

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

- 8.1 One of the main benefits of the WESP Action Plan 2022-23 is the Council's commitment to developing and expanding Welsh-medium education in the primary phase. The increase in capacity across the county will allow our current schools to continue to grow and create additional places in areas where there is increasing demand.

8.2 The development of Welsh-medium ALN provision to meet emerging ALN needs will ensure that these learners are well supported in their local school and community, and they can access support and services in Welsh.

8.3 The Equality Impact Assessment is included in Appendix 1.

9. **CONSULTEES:**

- Coleg Gwent
- Education Achievement Service
- Mudiad Meithrin
- Aneurin Bevan Health Board (ABHB)
- Yr Urdd
- School Transport Unit
- Cymraeg I Blant
- Rhieni dros Addysg Gymraeg (RhAG) Menter Iaith Blaenau Gwent, Torfaen Mynwy
- Welsh in Education Forum/ Fforwm Addysg Gymraeg Monmouthshire

8. **BACKGROUND PAPERS:**

- Monmouthshire WESP 2022-23
[WESP Final 220629 eng.pdf \(monmouthshire.gov.uk\)](https://www.monmouthshire.gov.uk/wesp-final-220629-eng.pdf)
- Draft Monmouthshire County Council Five Year Welsh Language Strategy 2022-27
[MCC Word Template 2012 \(monmouthshire.gov.uk\)](https://www.monmouthshire.gov.uk/mcc-word-template-2012)
- Guidance on Welsh in Education Strategic Plans
<https://gov.wales/sites/default/files/publications/2021-02/guidance-welsh-in-education-strategic-plan.pdf>
- Overseeing compliance Good practice advice document (Welsh Language Commissioner)
<https://www.welshlanguagecommissioner.wales/media/tu5nll0x/20200901-1-overseeing-compliance.pdf>
- Producing a Welsh Language standards annual report Good practice advice document (Welsh Language Commissioner)
<https://www.welshlanguagecommissioner.wales/media/vfsfhdqi/20200901-5-welsh-language-standards-annual-report.pdf>
- Estyn Thematic Report Local Authority Welsh in Education Strategic Plans September
<https://www.estyn.gov.wales/thematic-report/local-authority-welsh-education-strategic-plans>
- Cymraeg 2050: A million Welsh speakers by 2050

<https://gov.wales/sites/default/files/publications/2018-12/cymraeg-2050-welsh-language-strategy.pdf>

- Welsh in Education Action Plan
<https://gov.wales/sites/default/files/publications/2018-02/welsh-in-education-action-plan-2017%E2%80%9321.pdf>

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MONMOUTHSHIRE WESP ACTION PLAN 2022/23

Outcome Number 1
More nursery children/three-year-olds receive their education through the medium of Welsh

Outcome Lead: S Hall

KEY ANNUAL DATA

- Total number of Welsh-medium childcare places available in Monmouthshire
- Percentage uptake of Welsh-medium childcare places
- Number of settings offering Welsh-medium Flying Start childcare places
- Number of children accessing Welsh-medium Flying Start childcare places
- Number of children accessing early education in school Meithrin settings
- Percentage take-up of early education in school Meithrin settings
- Number of early years practitioners receiving Welsh language training

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
63 Welsh-medium childcare places	63 places	71 places	79 places	95 places
2 settings offering Welsh-medium Flying Start childcare places	2 settings	3 settings	3 settings	4 settings
61 (68%) children accessed early education in school Meithrin settings	67(75%)	72(80%)	76(85%)	81(90%)
15 Flying Start Welsh-medium childcare	30 Flying Start	30 Flying Start	30 Flying Start	30 Flying Start
Number of early years practitioners receiving Welsh language training (new measure)	TBC	TBC	TBC	TBC

DATA SUMMARY

- The data above is based on the most recent SASS data and any updates as of August 2022.
- There are currently 63 Welsh-medium childcare places in Monmouthshire across three settings, one in Abergavenny, another in Caldicot and the third setting in Monmouth.
- There are two settings offering Welsh-medium Flying Start childcare places, one in Abergavenny and a second in Caldicot was brought on board in 2022/23.
- During summer term 2022, 61 children accessed early education in school Meithrin settings (68% take up) and 15 children accessed Flying Start childcare in Welsh-medium non-maintained settings.
- There is currently no data available relating to the number of childcare settings accessing Welsh language training.

ACTIONS Academic year 2022/23

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- Establish a Promotion Working Group to support the development of Welsh-language provision in settings, schools and across local authority services
- Continue to provide financial support to Welsh-medium settings to enable them to expand their provision and to become sustainable.
- Support Cylch Meithrin Trefynwy to become a Flying Start provider.
- Provide funding for Mudiad Meithrin to employ a Cylch To a Fi Officer to stimulate demand for Welshmedium provision amongst families with pre-school aged children.
- Set up a subgroup of the WEF to focus specifically on promotion of the Welsh language and the benefits of being bilingual.
- Continue to use social media, the MCC website and any other channels, including leaflets in public places, to promote Welsh language groups and classes and opportunities for a career in Welsh-medium childcare.
- Work closely with Mudiad Meithrin to establish a fourth Cylch Meithrin setting in Chepstow.
- Provide and fund Welsh language training for early years education practitioners in non-maintained settings.

Completed	Started	Not started

- Establish a childcare apprenticeship scheme to support the expansion of childcare, particularly in Welsh-medium settings.
- Work with Public Health Board (ABHB) to capture current arrangements for providing services through the medium of Welsh and opportunities to promote the benefits of a Welsh language education. Identify meaningful targets to track the expansion and impact of these services.

PROGRESS / UPDATE / PRESSURES (termly evaluation)

January 2023

April 2023

November 2023

Outcome Number 2
More Reception class children / five-year-olds receive their education through the medium of Welsh

Outcome Lead: D Graves/C Saunders

- KEY ANNUAL DATA**
- Total number of Welsh-medium childcare places available in Monmouthshire
 - Percentage uptake of Welsh-medium childcare places
 - Number of settings offering Welsh-medium Flying Start childcare places
 - Number of children accessing Welsh-medium Flying Start childcare places
 - Number of children accessing early education in school Meithrin settings
 - Percentage take-up of early education in school Meithrin settings
 - Number of early years practitioners receiving Welsh language training

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
48 Reception learners	69 Reception learners	85 Reception learners	90 Reception learners	110 Reception learners
• 35 Y Fenni	45 Y Fenni	55 Y Fenni	60 Y Fenni	60 Y Fenni
• 13 Y Ffin	19 Y Ffin	20 Y Ffin	25 Y Ffin	30 Y Ffin
• 0 Monmouth (seedling)	5 Monmouth (seedling)	10 Monmouth (seedling)	15 Monmouth (seedling)	20 Monmouth (seedling)
48 /115 (WG target)	69 /115 (WG target)	85 /115 (WG target)	90/115 (WG target)	110 /115 (WG target)

DATA SUMMARY

- The number of pupils in Ysgol Gymraeg Y Fenni continues the increasing trend of the last three years.
- The local authority has invested significantly in the school to increase the school’s capacity by 60 places, from 257 to 317 places to meet the anticipated increase in demand.
- In September 2021, 63 children were admitted into Reception compared to 35 in September 2022.

- The local authority has made a significant investment in Ysgol Y Ffin to extend its capacity to 210 and improve its learning environment in anticipation of higher levels of demand following the establishment of a Welsh language immersion centre within the school.
- Our Welsh Government target is for 110 pupils per cohort by the end of this WESP in 2032.
- School numbers in Y Ffin are well below the published admission number. In September 21 and 22, 14 children started school in Reception.
- Both existing Welsh-medium primary schools have a childcare setting within the grounds, providing valuable Welsh-medium childcare and wraparound provision. As a result, more parents are considering Welsh-medium education for their child.
- In September 2021, we saw a rise of 4.5pp in the overall percentage of Reception learners being educated in a Welsh-medium primary school.
- Monmouthshire successfully applied for a grant to establish immersion provision in Y Ffin in September 2022. This is having a positive impact on parental confidence to select a Welsh-medium education for their child.

ACTIONS Academic year 2022/23

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- Consultation on the relocation of Ysgol Gymraeg Y Fenni to a new site that will have the capacity for 420 Welsh-medium learners from Reception to year 6, and a Meithrin with a capacity for 60 places. This will ensure the school has the physical capacity to accommodate cohorts of up to 60 pupils in every year group.
- Complete the refurbishment of Ysgol Gymraeg Y Ffin and increase the capacity of the school to 210 places from Reception to year 6. This will ensure the school has the capacity to accommodate cohorts of 30 pupils in all year groups.
- Work with the Promotion Sub-committee to promote the newly developed childcare facility located on the site of Ysgol Gymraeg Y Ffin to attract and sustain interest in the Welsh language from an early age.
- Work closely with all local Welsh-medium childcare providers to secure a high level of transfer into Welsh-medium schools.
- Open a seedling school, managed as a satellite class for Ysgol Y Ffin, in Monmouth Town from September 2023.

Completed	Started	Not started

- Complete the statutory consultation to establish a Welsh-medium school located in Monmouth town We are hopeful that such action will attract those families interested in Welsh-medium provision who are currently concerned by the travelling distances to the existing options.
- Continue develop and high-quality promotional materials to promote the benefits of Welsh-medium education, to be shared with parents at the key times such as, when applying for Reception places.
- Apply for further funding to build on and promote the developing provision to support latecomers so they feel reassured that Welsh-medium education is a genuine option for their child(ren)
- Review school transport to reduce the time taken to travel to a Welsh-medium school.

PROGRESS / UPDATE / PRESSURES (termly evaluation)
January 2023
April 2023
November 2023

Outcome Number 3

More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another

Outcome Lead: M Jones/D Graves

KEY ANNUAL DATA

- Total number of children attending Welsh-medium nursery provision
- Percentage of children attending Welsh-medium nursery provision
- Number of children attending Welsh-medium nursery provision and transferring into a Welsh-medium primary school
- Percentage of children attending Welsh-medium nursery provision and transferring into a Welsh-medium primary school
- Number of children transferring from Welsh-medium primary provision to Welsh-medium secondary provision
- Percentage of children transferring from Welsh-medium primary provision to Welsh-medium secondary provision
- x% of pupils making expected progress in Welsh language skills in secondary school (new measure)
- X% of pupils gaining a GCSE in Welsh first language in secondary school (new measure)
- Percentage of pupils gaining a GCSE in Welsh second language in secondary school.

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
40 children attending Welsh-medium nursery provision	40	50	63	63
48 children transferred to a Welsh-medium primary school	69	85	90	110
27 pupils transferred to a Welsh-medium secondary school	41	46	46	30
X pupils making expected progress in Welsh language skills in secondary school (new measure)	TBC	TBC	TBC	TBC

X% pupils gaining a GCSE in Welsh first language in secondary school	TBC	TBC	TBC	TBC
90% pupils gaining a GCSE in Welsh second language in secondary school	91%	92%	93%	94%
30 Welsh-medium secondary school places available for Monmouthshire pupils in YGG	30	30	30 (TBC)	30 (TBC)
30 Welsh-medium secondary school places available for Monmouthshire pupils in YGIC	30	30	30 (TBC)	30 (TBC)

DATA SUMMARY

- Plan a mechanism to monitor the linguistic progression and progress of Monmouthshire learners attending Welsh-medium secondary education in collaboration with other local authorities.
- Collect GCSE achievement in Welsh first language from YGG and YGIC.
- Work with sixth forms and further education colleges to clearly identify progression targets for Welsh-medium learners.
- Engage with Careers Wales to provide advice and support to promote future opportunities available to learners who have a formal Welsh language qualification. Link with the Promotion Sub-Committee to raise the profile of Welsh language in future careers.
- Ensure that schools promote the benefits of a bilingual education in careers sessions and Compass for Life sessions.
- Plan, with others, opportunities for work experience and local authority apprenticeships for young people from Welsh-medium secondary schools, particularly in shortage areas such as early years and childcare.
- Ensure that all four secondary schools in Monmouthshire offer an A level course in Welsh as part of a wider collaboration model. This may include the sharing of staff with expertise in Welsh language, utilising distance and blended learning strategies developed during the pandemic and the e-sgol project as appropriate.
- Work with Coleg Gwent as they deliver bilingual units in childcare, health and social care and public service courses. The college plans to develop a digital package to support most full-time vocational learners to achieve at least B3.

ACTIONS Academic year 2022/23

Plan a mechanism to monitor the linguistic progression and progress of Monmouthshire learners attending Welsh-medium secondary education in collaboration with other local authorities.
 Develop a system to collate GCSE achievements for all Monmouthshire pupils including those educated in out of county schools

Work with sixth forms and further education colleges to clearly identify progression targets for Welsh-medium learners.
 Engage with Careers Wales to provide advice and support to promote future opportunities available to learners who have a formal Welsh language qualification. Link with the Promotion Sub-Committee to raise the profile of Welsh language in future careers.

Ensure that schools promote the benefits of a bilingual education in careers sessions and Compass for Life sessions.

Plan, with others, opportunities for work experience and local authority apprenticeships for young people from Welsh-medium secondary schools, particularly in shortage areas such as early years and childcare.

Ensure that all four secondary schools in Monmouthshire offer an A level course in Welsh as part of a wider collaboration model. This may include the sharing of staff with expertise in Welsh language, utilising distance and blended learning strategies developed during the pandemic and the e-sgol project as appropriate.

Work with Coleg Gwent as they deliver bilingual units in childcare, health and social care and public service courses. The college plans to develop a digital package to support most full-time vocational learners to achieve at least B3.

Completed	Started	Not started

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PROGRESS / UPDATE / PRESSURES (termly evaluation)

January 2023

April 2023

November 2023

Outcome Number 4
More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh

Outcome Lead: T Bird

KEY ANNUAL DATA

- Number of students that transfer to Ysgol Gyfun Gwynllyw and/or Ysgol Gyfun Gwent Is Coed.
- Percentage of students that transfer to Ysgol Gyfun Gwynllyw and/or Ysgol Gyfun Gwent Is Coed.
- Number of students remaining in Welsh-medium sixth form to continue their post 16 learning.
- Percentage of students remaining in Welsh-medium sixth form to continue their post 16 learning.
- Percentage of pupils being assessed in GCSE second language Welsh in Monmouthshire secondary schools
- Percentage of students studying AS Welsh language in Monmouthshire schools
- Percentage of students studying A level Welsh in Monmouthshire schools
- Percentage of Monmouthshire students studying AS Welsh language in Welsh-medium schools
- Percentage of Monmouthshire students studying A level Welsh in Welsh-medium schools
- Number of bilingual units available in Coleg Gwent in childcare, health and social care and public services.

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
25 (X%) students transferred to Ysgol Gyfun Gwynllyw or Ysgol Gyfun Gwent Is Coed.	41	46	46	30
20 (X%) students remaining in Welsh-medium sixth form	25	20	25	20

717 (90%) pupils being assessed in GCSE second language Welsh in Monmouthshire secondary schools	91%	92%	93%	94%
8 students studying AS Welsh language in Monmouthshire schools	10	15	20	25
9 students studying A Level Welsh language in Monmouthshire schools	8	10	15	20
X% of Monmouthshire students studying AS Welsh language in Welsh-medium schools (new measure)	TBC	TBC	TBC	TBC
X% of Monmouthshire students studying A Level Welsh language in Welsh-medium schools (new measure)	TBC	TBC	TBC	TBC
X of bilingual units available in Coleg Gwent in childcare, health and social care and public services (updated information required)	TBC	TBC	TBC	TBC

DATA SUMMARY

- GCSE Welsh second language is offered in all four of Monmouthshire's secondary schools, with nearly all pupils being assessed in the subject.
- Uptake of Welsh language at both AS and A Level is exceptionally low in Monmouthshire.
- There are no Welsh-medium secondary schools in Monmouthshire.
- All sixth form students studying academic subjects at YGG can study their chosen subject through the medium of Welsh.
- From 2021, students will be able to remain in YGGIC for sixth form so that they can continue their learning through the medium of Welsh across a range of post 16 subjects.

- Coleg Gwent has had some success in recent years in increasing the number of learners who fall into the B1 and B2 categories. Although the number of students is relatively low, Coleg Gwent is ambitious in its vision to increase these numbers significantly over the life of this WESP.
- New measures introduced in this plan will be updated as mechanisms to collect the data are agreed with partner providers.

ACTIONS Academic year 2022/23

Plan a mechanism to monitor the linguistic progression and progress of Monmouthshire learners attending Welsh-medium secondary education in collaboration with other local authorities.

Work with sixth forms and further education colleges to clearly identify progression targets for Welsh-medium learners.

Engage with Careers Wales to provide advice and support to promote future opportunities available to learners who have a formal Welsh language qualification. Link with the Promotion Sub-Committee to raise the profile of Welsh language in future careers.

Ensure that schools promote the benefits of a bilingual education in careers sessions and Compass for Life sessions.

Plan, with others, opportunities for work experience and local authority apprenticeships for young people from Welsh-medium secondary schools, particularly in shortage areas such as early years and childcare.

Ensure that all four secondary schools in Monmouthshire offer an A level course in Welsh as part of a wider collaboration model. This may include the sharing of staff with expertise in Welsh language, utilising distance and blended learning strategies developed during the pandemic and the e-sgol project as appropriate.

Completed	Started	Not started

Work with Coleg Gwent as they deliver bilingual units in childcare, health and social care and public service courses. The college plans to develop a digital package to support most full-time vocational learners to achieve at least B3

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PROGRESS / UPDATE / PRESSURES (termly evaluation)

January 2023

April 2023

November 2023

Outcome Number 5
More opportunities for learners to use Welsh in different contexts in school

Outcome Lead: S Randall-Smith

KEY ANNUAL DATA

- The number of Monmouthshire primary schools with Urdd membership
- The number of Monmouthshire primary pupils engaging with Urdd activities
- The number of Monmouthshire secondary schools engaging with Urdd activities
- The number of English-medium schools with Silver Cymraeg Campus
- The number of English-medium schools with Gold Cymraeg Campus
- Proportion of Welsh-medium schools achieving Siarter Iaith Gold
- The number of active Welsh-medium youth clubs in Monmouthshire

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
780(15%) of primary pupils in Monmouthshire engaged in Urdd activities	TBC	TBC	TBC	TBC
96(2%) secondary learners in Monmouthshire engaged in Urdd activities	TBC	TBC	TBC	TBC
2(100%) of Welsh-medium primary schools with Siarter Iaith Silver	2 (100%)	-	-	-
0(0%) of Welsh-medium primary schools with Siarter Iaith Gold	1 (50%)	2 (100%)	-	-
24(80%) of EM primary schools achieved Cymraeg Campus Bronze	28 (93%)	30 (100%)	-	-

1(25%) secondary school have achieved Cymraeg Campus Bronze	2 (50%)	4(100%)	-	-
2 (7%) English-medium primary schools have Cymraeg Campus Silver	12 (40%)	24(80%)	-	-
0 (0%) English-medium primary schools have achieved Cymraeg Campus Gold	0 (0%)	2 (7%)	-	-
There is 1 Welsh-medium Youth Club in Monmouthshire	2	TBC	TBC	TBC
Menter Iaith measures and targets	TBC	TBC	TBC	TBC

DATA SUMMARY

- Baseline data used for pupil participation in Urdd activities is based on pre-pandemic outcomes
- The Urdd are commissioned to deliver two Youth Clubs and support transition work through the medium of Welsh through our local authority SLA.
- Both Welsh-medium schools have achieved the Siarter Iaith Silver and are working towards gold status. The timeframe for verification will be confirmed during the autumn term and support visits will take place during the spring term. The new Welsh-medium seedling will be supported to work through Siarter Iaith when it becomes established as a school.
- Many English-medium primary schools achieved Cymraeg Campus Bronze before the pandemic and a number were preparing for assessment. Assessments have re-started so there should be a rapid increase in the number achieving the bronze award.
- The number of English-medium primary schools attaining the Cymraeg Campus Silver Award is very low however, 22 schools are currently engaged in the programme.
- The two English-medium primary schools who have achieved that Cymraeg Campus Silver Award are working towards the Gold Award.
- We have 1 Welsh-medium Youth Club in Monmouthshire currently.
- Due to leadership changes within Menter Iaith we have been unable to confirm actions and targets. However, Menter Iaith will be involved in developing our provision map early in 2023 and we will update our plan accordingly for the January evaluation.

Carry out a mapping exercise to establish the range of opportunities to learn and speak Welsh across Monmouthshire. Use the information from this exercise to identify gaps and opportunities, set targets and inform actions for the next annual plan.

Utilise the promotion group to ensure opportunities to learn and use Welsh are well advertised across the county.

A new SLA has recently been put in place to increase the delivery of Welsh Language activities in Monmouthshire. This is funded for 3 years through additional funding from WG. This extra funding will mean a dedicated youth officer between Monmouthshire and Blaenau Gwent.

Promote the benefits of engaging with the Urdd for all schools in Monmouthshire to increase opportunities for learners to develop and use Welsh language skills in a wider range of contexts.

Seek out new opportunities for learners to purposefully use Welsh in a variety of contexts in schools to increase engagement in the language and culture, particularly for older pupils.

Regularly spotlight school-based activities focused on the use of Welsh in a range of contexts on social media platforms.

Increase the range of information signposting opportunities for children, young people, and their families to engage in Welsh in a range of contexts with partner organisations and community events.

Engage more secondary schools in the development of Cymraeg Campus as part of their wider school self-evaluation and school development planning.

Coleg Gwent will appoint a new Welsh Activities co-ordinator to facilitate Welsh clubs for students.

Completed	Started	Not started

Update our plan following completion of our mapping exercise in January 2023.

PROGRESS / UPDATE / PRESSURES (termly evaluation)
January 2023
April 2023
November 2023

Outcome Number 6

An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018

Outcome Lead: J Elias

KEY ANNUAL DATA

- The number of children in Welsh-medium schools/setting with school based IDPs **(data only)**
- The number of children in Welsh-medium schools /settings with LA IDPs **(data only)**
- The number of Welsh speaking ALN staff in the central team.
- The proportion of Additional Learning Provision identified in an IDP, being delivered through the medium of Welsh
- The percentage of pupils with ALN receiving support through the medium of Welsh **(data only)**
- The percentage of ALN information available to schools and settings that is available in Welsh, including on-line.
- The percentage of ALN information available to parent that is available in Welsh, including on-line.

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Current Position	2023/24target	2024/25 target	2025/26 target	2026/27 target
There is 1 Welsh speaking member of staff in the ALN central team	1	2	2	2
100% of Additional Learning Provision identified in an IDP is being delivered through the medium of Welsh	100%	100%	100%	100%
100% of ALN information available to schools and settings is available in Welsh, including on-line support.	100%	100%	100%	100%

100% of ALN information for parents is available in Welsh.	100%	100%	100%	100%
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DATA SUMMARY

- The planned activities detailed below will provide baseline data for points 1, 2 and 5 and will be included in the next annual WESP plan.
- Currently, we do not have enough Welsh speaking staff to offer consultations with parents, or provide support, intervention, or advice through the medium of Welsh.
- Many specialist support services are only available to be delivered through the medium of English.
- We have developed information for schools and parents regionally and all of these resources are available in Welsh.

ACTIONS Academic year 2022/23

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Undertake an audit of ALN Welsh language needs and provision across Monmouthshire within the first year of the plan.

Audit Welsh-medium schools to establish the level and range of resources, including assessment materials, available to learners with ALN.

Use the information from the Audit to develop provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018

Monitor and review the provision in line with emerging need on an annual basis. Use this information, to take necessary actions to secure high-quality provision to meet the needs of Welsh-medium learners with ALN.

Completed	Started	Not started

In consultation, develop Welsh-medium specialist provision for children with significant and complex neurodevelopmental and learning difficulties.

Prioritise specialist training for Welsh speaking staff to build the capacity for Welsh-medium ALN support and intervention at a school-based level.

Build on regional collaboration arrangements to support Welsh medium pupils with ALN including those with complex needs by ensuring that ALN resources are available in Welsh along with translation support as required.

Build on regional collaboration arrangements to provide Welsh speaking Educational Psychology support for Welsh-medium schools and pupils utilising translation services where appropriate.

Ensure all new and revised ALN documentation for use in schools and settings, including online information, is available in Welsh

Provide translation services where parents or pupils request advice, support, or intervention through the medium of Welsh.

Ensure that parents are informed of their right to access Welsh-medium childcare for the child with ALN.

Ensure all ALN documentation for parents/carers, including online information, is available in Welsh

Increase capacity, through training and direct recruitment, of the ALN, Inclusion and Educational Psychology Services to ensure parents/carers and learners with ALN or emerging needs can access services through the medium of Welsh to comply with the ALNET Act 2018.

Develop robust transition arrangements between primary and secondary phases in other local authorities to ensure that Welsh-medium ALN provision is appropriately maintained for Welsh-medium learners.

PROGRESS / UPDATE / PRESSURES (termly evaluation)

January 2023

April 2023

November 2023

Outcome Number 7

Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh

Outcome Lead: N Roberts/ S Randall-Smith

KEY ANNUAL DATA

- Primary school staff Welsh language skills
- Secondary school staff Welsh language skills
- Schools engaged in the Welsh language sabbatical scheme
- Welsh-speaking teachers working in Welsh-medium primary schools
- Welsh speaking support staff working in Welsh-medium schools

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Current Position		2023/24target	2024/25 target	2025/26 target	2026/27 target
Welsh language skills in English-medium primary schools					
No skills	1.0%	0%	0%	0%	0%
Entry level skills	24.4%	20%	10%	5%	0%
Foundation Level	55.6%	40%	30%	25%	25%
Intermediate Level	15.1%	35%	45%	55%	60%
Advanced	1.9%	3%	5%	10%	10%
Proficient	1.6%	2%	5%	5%	5%
Welsh language skills in English-medium secondary schools					
No skills	66.1%	40%	20%	10%	0%
Entry level skills	19.0%	30%	30%	20%	10%
Foundation Level	7.1%	15%	20%	30%	20%
Intermediate Level	0.6%	5%	15%	20%	45%
		5%	5%	10%	15%

Advanced Proficient	2.3% 4.8%	5%	5%	5%	10%
11 Monmouthshire schools have engaged in the Welsh language Sabbatical scheme		17 schools	20 schools	24 schools	28 schools
19 Welsh speaking teachers work in Welsh-medium schools in Monmouthshire.		20	24	27	31
22 Welsh speaking support staff work in Welsh-medium schools in Monmouthshire		23	26	29	33
Staff Competency Welsh Language Skills Across LA (Not Including School Staff)					
Beginner 182		188	194	200	206
Advanced Beginner 31		36	41	46	51
Intermediate 46		50	54	58	62
Advanced 5		7	9	11	13
Fluent 44		49	54	59	66
Total 308		330	352	374	398

DATA SUMMARY

- Many English medium schools in Monmouthshire have increased the capacity of staff who can teach Welsh as a second language over the last three years.
- English medium schools need to continue to develop the higher Welsh language skills of staff to meet the requirements of the new curriculum.
- A higher proportion of staff in secondary schools have advanced Welsh language skills compared to primary schools
- Eleven schools and twenty-five teachers have successfully engaged with the Welsh Sabbatical Scheme over the last three years.
- Currently, the number of Welsh speaking staff in our Welsh-medium schools is below the level we need to support a rapid increase in Welsh-medium provision.
- The number of LA staff completing Welsh Language courses has increased from last year. We have a good take up for the Beginner courses, but staff take up of more advanced courses is much lower

Analyse the Welsh language skills of the local authority workforce to identify training needs and gaps in service areas.

Undertake regular analysis of data sources including staffing lists and pupil projections to understand the trends in demand for Welsh-medium teachers and project future needs as demand increases, particularly when our third Welsh-medium school opens in Monmouth.

Work with the EAS to encourage more school-based and setting staff to participate in training to develop Welsh language skills.

Support more staff to participate in the Cwrs Sabothol.

Continue to Deliver language training, particularly to the English medium sector to support their ability to deliver of Welsh along the Welsh language continuum.

Provide professional learning on the pedagogical and methodological approaches to teaching Welsh to support language acquisition and immersion techniques

Further develop opportunities through joint working between Initial Teacher Training and Education (ITET) providers, the regional consortia and other work-based learning providers to recruit suitably experienced and qualified staff.

Work with key partners to develop the skills of our school workforce in line with the Welsh Language Competence Framework.

Promote Welsh language courses and support the attendance of central staff.

Completed	Started	Not started

Introduce opportunities for all staff to use Welsh in the workplace, for example having a phrase of the week or pairing Welsh speakers with a Welsh learner, organise coffee mornings or other informal opportunities for learners to hear Welsh and practice their skills in a safe environment.

Consider staff incentives to learn or improve Welsh language skills at all levels to improve the Welsh Language across the organisation.

Promote Welsh language courses at more advanced levels once the Beginner course has been completed to ensure continued learning.

Improve our current mandatory training for all staff regarding Welsh Language so that each member of staff is working towards a curtesy level of Welsh as a minimum.

Engage with careers events in schools and colleges as well as in the community to promote the opportunities in teaching with the Welsh Language.

Utilise systems such as Microsoft Teams so that all Welsh speaking and Welsh learning staff are able to support each other and socialise through the medium of Welsh facilitated through a dedicated Teams channel.

PROGRESS / UPDATE / PRESSURES (termly evaluation)
January 2023
April 2023
November 2023

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Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

<p>Name of the Officer completing the evaluation Sharon Randall-Smith</p> <p>Phone no: E-mail:</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The Welsh in Education Strategic Plan 2022-32 (WESP) sets out our strategy to grow the Welsh language over the next ten years by focusing our work on the following seven outcomes:</p> <ul style="list-style-type: none"> • Outcome 1: More nursery children/ three-year-olds receive their education through the medium of Welsh • Outcome 2: More reception class children/ five-year-olds receive their education through the medium of Welsh • Outcome 3: More children continue to improve their Welsh language skills when transferring from one stage of their statutory education to another • Outcome 4: More learners study for assessed qualifications in Welsh (as a subject) and subjects through the medium of Welsh • Outcome 5: More opportunities for learners to use Welsh in different contexts in school • Outcome 6: An increase in the provision of Welsh-medium education for pupils with additional learning needs (ALN) in accordance with the duties imposed by the Additional Learning Needs and Education Tribunal (Wales) Act 2018 • Outcome 7: Increase the number of teaching staff able to teach Welsh (as a subject) and teach through the medium of Welsh <p>The attached WWESP Action Plan sets out the steps we intend to take over the coming year to make progress towards the targets contained in our WESP.</p>
<p>Name of Service area</p> <p>Children and Young People Directorate</p>	<p>Date</p> <p>December 2022</p>

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

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	<p>The WESP aims to support the growth of Welsh Language across the county by focusing on seven outcomes. During this WESP, we expect to see significant growth in the following key areas.</p> <p>The expansion of Welsh medium childcare will support the growth in demand for Welsh medium education in Monmouthshire. More learners will be able to attend a Welsh medium school without the need to travel long distances. This will lead to increased levels of transition between Years 6 and 7 and lead to more learners studying for external qualifications through the medium of Welsh.</p> <p>Learners and their families will have access to a wider range of community activities where they can use and develop Welsh language skills.</p> <p>There will be increased opportunities for learners of all ages to develop Welsh language skills through our partnership with the Education Achievement Service (EAS) and the local higher education institutes to help facilitate greater numbers of Welsh Medium teachers, support staff and local authority officers.</p>	No impact	<p>This WESP aims to support the growth of the Welsh Language in Monmouthshire over the next 10 years in line with the aims of the Cymraeg 2050 Strategy 2017. This Welsh Government strategy was launched with the aim of seeing the number of people enjoying speaking and using Welsh reach a million by 2050. This WESP has the ambition to try and ensure that Monmouthshire is making its contribution towards that target.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	The WESP aims to develop ALN provision and resources for Welsh medium learners' equivalent to provision for other mainstream learners. This includes increasing the number of staff who can work through the medium of Welsh to deliver the full range of ALN and Inclusion services, support learners and engage meaningfully with parents. Also where there are refurbishments of existing schools or provision of new facilities it will allow the council to review and upgrade those facilities to make them more accessible for students with disabilities	No specific impact	We believe that this will significantly improve on the current provision for Welsh medium learners with SEN or ALN.
Gender Reassignment	No specific impact	No specific impact	No specific impact
Marriage or civil partnership	No specific impact	No specific impact	No specific impact
Pregnancy or maternity	No specific impact	No specific impact	No specific impact
Race	No specific impact	No specific impact	No specific impact
Religion or Belief	No specific impact	No specific impact	No specific impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	No specific impact	No specific impact	No specific impact
Sexual Orientation	No specific impact	No specific impact	No specific impact

2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p>Socio-economic Duty and Social Justice</p>	<p>The WESP plans to increase the number of Welsh medium primary schools within the county. Being bilingual has many advantages, for example, due to the Welsh Language (Wales) Measure 2011 the ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare and retail. This is especially the case in the provision of public services where the Welsh Language Standards require local authorities, fire and rescue service and police etc to provide their services to the same standards in both Welsh and English. The expansion of Welsh medium education across Monmouthshire means that more learners will have the opportunity to become bilingual thereby giving them a real advantage in securing employment opportunities.</p>	<p>Time, distance and cost of travel has been identified as a challenge for some learners, particularly those suffering from socio economic disadvantage. As a result, Welsh medium education is not a genuine option for some learners.</p> <p>Learners who did not start Welsh medium education in Nursery or Reception have been unable to join in later years.</p>	<p>The Local Authority plan to review the School Transport Policy to ensure that it provides learners with a genuine opportunity to have a Welsh medium education</p> <p>The development of an Immersion provision within Monmouthshire means that all learners, irrespective of age or linguistic background, will be able to benefit from a Welsh medium education.</p>

2. Policy making and the Welsh language.

<p>How does your proposal impact on the following aspects of the Council's Welsh Language Standards:</p>	<p>Describe the positive impacts of this proposal</p>	<p>Describe the negative impacts of this proposal</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</p>
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favorably</p>	<p>The WESP aims to expand Ysgol Y Fenni to a 420 Welsh medium primary school, establishment a new 210 Welsh medium primary school in Monmouth and develop Ysgol Y Ffin into a 210 primary school with Welsh medium childcare on the site. This will significantly increase Welsh medium education across the county and will also increase the number of learners opting for a Welsh medium education.</p> <p>The introduction of an Immersion provision will ensure that the Welsh language is accessible to all learners at any age in Monmouthshire.</p> <p>All Welsh Language events will be well publicised to give Welsh speakers and learners living in the county every opportunity to use the Welsh language either online or in social settings and provide greater community activity that supports and promotes the Welsh language. In addition, the Local Authority will increase its promotion of the benefits of Welsh medium education to support an increase in demand.</p>	<p>The demand for Welsh medium education may grow faster than we expect. This could mean that demand could exceed our ability to provide.</p>	<p>We have planned to increase provision to 115 Welsh medium primary places per cohort by 2023. This exceeds the Welsh Government target for Monmouthshire and is an increase of 88 places per cohort compared to 2020 PLASC figures.</p> <p>In order to mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutions to help facilitate greater numbers of Welsh Medium teachers.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and</p>

			range of contacts.
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p>The expansion of Welsh medium primary education across the county will generate the need for a greater number of teachers and support staff who can work through the medium of Welsh.</p> <p>Working in partnership with the EAS, we will support recruitment to the Cwrs Sabothol Scheme and provide professional learning opportunities to develop pedagogical and methodological approaches to teaching Welsh to support language acquisition.</p> <p>The WESP outlines a range of strategies and training opportunities to develop the skills of the local authority workforce in line with the Welsh Language Competence Framework.</p>	<p>There is a risk that we will not be able to secure sufficient Welsh speaking teachers or support staff to fulfil the demand for Welsh medium education and for wider service delivery in Welsh.</p>	<p>In order to mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutions to help facilitate greater numbers of Welsh Medium teachers.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilising their expertise and range of contacts.</p>
<p>Service delivery</p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>The WESP and related documentation will be distributed to stakeholders in both Welsh and English.</p> <p>All correspondence and communications in relation to the WESP, including on social media, will be bilingual in line with the Welsh Language (Wales) Measure 2011.</p>	<p>There is a risk that we will not be able to recruit sufficient Welsh speaking specialist local authority staff to deliver all services in Welsh.</p>	<p>In order to mitigate this risk, we will actively engage with colleagues in the Welsh Government, and local higher education institutes to help facilitate greater numbers of Welsh Medium staff.</p> <p>We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke</p>





			<p>Welsh Medium recruitment sites, LinkedIn etc.</p> <p>We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and range of contacts.</p>
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4. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare, retail and public services. This means that more learners will have increased employment opportunities as a result of being Bilingual in Welsh and English.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>		
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The WESP aims to make Welsh medium education accessible to more learners by increasing the number of schools across the county and reducing travel time.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>More Welsh medium learners will be able to attend a school in their local community. This will increase the opportunities for more learners to use the Welsh</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	language outside of school in social settings and a range of authentic contexts.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
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>The Welsh language and the Welsh Government's policy aim of One Million Welsh speakers by 2050 will be supported by the expansion of Welsh medium primary education across Monmouthshire.</p> <p>The WESP aims to increase opportunities for learners to participate in a range of sport, art and recreation activities in partnership with the Urdd.</p>	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	<p>The expansion of Welsh medium education across Monmouthshire means that more learners will have the opportunity to become bilingual in both English and Welsh and increase their chances of securing employment as adults and fulfilling their potential.</p>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>If learners are able to attend a Welsh medium school in their local community or within a short traveling time, they are more likely to choose and continue their education through the medium of Welsh.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The WESP will require key partners to work collaboratively to deliver the aims of the plan within the next ten years.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have included the views of our Welsh in Education Forum, partner organisations and Welsh Government in developing this WESP Action Plan.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The expansion of our existing Welsh medium primary schools and the development of a new Welsh medium primary school will support the growth in demand for Welsh medium education.</p> <p>The development of immersion provision will support and accelerated the growth in demand for Welsh medium education.</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><i>.There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts. Also think about impacts the proposal may have on other organisations</i></p>	

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

	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?
Safeguarding	The expansion and development of our Welsh medium provision will provide an opportunity to address any potential safeguarding issues on the existing sites.		
Corporate Parenting	N/A	N/A	N/A

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

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- Annual Progress report WESP 2017-2021
- Guidance on Welsh in Education Strategic Plans
- The Well-being of Future Generations (Wales) Act 2015
- Prosperity for All: the national strategy
- Cymraeg 2050: A million Welsh speakers 2017
- Education in Wales: Our National Mission, Action Plan 2017-21
- The Welsh in Education, Action Plan 2017- 21
- Taking Wales Forward 2016-2021
- Monmouthshire Welsh Language Strategy 2017 -2022
- Welsh-medium Education Strategy: next steps

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

The main benefits are:

- More children will have the opportunity to attend Welsh medium childcare in Monmouthshire
- More learners will have the opportunity to attend a Welsh medium primary school in Monmouthshire
- There will be an increase in Welsh medium provision for Learners with ALN

- There will be more teaching and support staff in schools that are able to work through the medium of Welsh
- There will be an increase in the opportunities for learners to use Welsh in a range of contexts both within and outside of school.

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

What are you going to do	When are you going to do it?	Who is responsible
<ul style="list-style-type: none"> • Consult with key stakeholders in line with Welsh Government regulations for WESPs. • Consider feedback from the consultation and update the WESP as appropriate. • Cabinet decision after consultation 	Consultation will take 8 weeks (11 th October 2021 to 6 th December) Update WESP Cabinet 5 th January 2022	S Randall-Smith Head of Service

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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
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		

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SUBJECT:	Strategic Risk Assessment
MEETING:	Performance and Overview Scrutiny Committee
DATE:	15th December 2022
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

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

2. RECOMMENDATIONS:

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

3. KEY ISSUES:

- 3.1 The strategic risk assessment ensures that:
- Strategic risks are identified and monitored by the authority
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The Strategic Risk Assessment, in appendix 1, is continually updated based on the latest evidence. This is in line with the council's strategic risk management policy; a summary of this is provided in Appendix 2.
- 3.3 Strategic risks covered by the assessment are those which affect the council as a whole. The assessments focus is typically on key risks which could significantly jeopardise the council's ability to achieve its objectives, statutory plans and/or provide operational services as planned. The risk assessment also only covers high and medium level strategic risks. Lower level or operational risks are not registered unless they are projected to escalate within the three years covered. The strategic risk assessment should continue to focus on medium term risks to service delivery.
- 3.4 The assessment is one part of the council's risk management arrangements. Risk is managed through a variety of processes, for example, through teams' service plans, through Emergency Management Plans and business continuity arrangements, specific project and programme management arrangements, health and safety procedures and insurance arrangements.
- 3.5 The strategic risk assessment is a detailed document. Some of the more significant recent changes are:
- Updates on the current financial situation facing the council, including the in-year 22/23 budget and changes to financial forecasting for the 23/24 budget;
 - Updates on the development of the new Community and Corporate Plan;
 - A division of risk 11 into two parts, a and b, to ensure the effects on climate shocks are fully incorporated and considered in the risk register;

- 3.6 Any significant changes or updates made to each risk can be found in the 'key changes' column in the full Strategic Risk Register.
- 3.7 The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks to service delivery. The strategic risk register will regularly evolve and adapt in line with this. The up-to-date register is accessible on the council's intranet so members are able to utilise it at any point in the year to re-prioritise their work plans as appropriate.
- 3.8 In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that will impact on well-being at a community level but will have a lesser impact on the medium-term delivery of council services, is an area for continued development. Through working with the Public Service Board, we are developing our understanding of future risks and opportunities and how we respond to them. The Monmouthshire well-being assessment, which has been updated in 2022, identifies a number of issues that pose a challenge or opportunity for well-being in the county.
- 3.9 The Strategic Risk Register was presented to Governance and Audit Committee in September 2022. Following feedback from this session, further guidance will be provided to all members of the Governance and Audit Committee and the Performance and Overview Scrutiny Committee regarding the specific roles of each committee and the differences and similarities between them.

4. REASONS:

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

5. AUTHORS:

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Monmouthshire County Council Whole Authority Strategic Risk Assessment

Ref	Potential Risk	Risk Level – Pre mitigation	Risk Level – Post mitigation	Key changes
Risks to resources				
1	The authority does not have clearly articulated organisational priorities informing a sustainable delivery model	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – Medium 2023/24 – Medium 2024/25 – Medium	The risk level for this risk has increased to high pre-mitigation and then medium post-mitigation to reflect the current financial situation facing the council and uncertainty given the wider economic climate.
2	Some services may become financially unsustainable in the short to medium term due to increasing demand and continuing financial pressures	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	A detailed update on the in-year budget forecast and the MTFP has been provided. The in-year forecast has increased to a £9.15m overspend and financial modelling shows a £23.1m shortfall to be addressed for the 23/24 financial year.
3	The authority is unable to deliver its political priorities or maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – Medium 2023/24 – High 2024/25 – High	The capital expenditure outturn forecast for 22/23 shows a net forecast overspend of £310k consisting of a £1.165m overspend which is offset by an £855k underspend on Disabled Facilities grants.
4	Relatively high age profile, a global skills shortage and wage inflation will impact recruitment, retainment and workforce planning and affect the delivery of Council services	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – Medium 2024/25 – Medium	The mileage paid out to employees has recently been increased from 45p per mile to 50p. The pay system has also been updated so colleagues are compensated sooner.
5	Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – Medium 2032/24 – Medium 2024/25 – Medium	
Risks to service delivery				
6	Significant harm to children or adults may occur due to a failure of safeguarding arrangements	2022/23 – Medium 2023/24 – Medium 2024/25 – Medium	2022/23 – Medium 2023/24 – Medium 2024/25 – Medium	Completion of Annual Safeguarding Evaluation Report on the Council's key safeguarding priorities during 2021/2022, highlighting progress, identifying risks and setting out actions and priorities for 2022 - 2023.
7	Risk of harm if we are unable to enact our corporate parenting responsibilities to some children in our care as result of an increase in demand and complexity of cases	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	Children's services forecast overspend at month 6 of £4.3m, due to increasing numbers of high cost placements, including extremely costly emergency arrangements for children where there is no regulated placement. There is a lack of suitable placements for children with complex needs
8	Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	Increasing demand and workforce challenges in Adults Social care resulting in delays in provision to meet care and support needs. Delays across the health and social care system is creating challenges, particularly hospital discharge arrangements.
9	Failure to implement the new national curriculum and other reforms alongside strong delivery of teaching and examinations following disruptions during the pandemic meaning that some children, including vulnerable learners, are unable able to achieve their full potential.	2022/23 – Medium 2023/24 – Medium 2024/25 – Medium	2022/23 – Medium 2023/24 – Medium 2024/25 – Low	
Risks to policy priorities				
10	Delays to the adoption of a replacement LDP inhibits our ability to take forward key policy objectives such as job creation and affordable housing development	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	The proposal to progress the RLDP was endorsed by Council in September. The amended preferred strategy was taken to Place Scrutiny in November ahead of Council in December.
11	a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 due to the scale and complexity of the challenge b) The Council is unable to deliver services as a result of climate shocks such as floods or extreme heatwaves, that can also cause damage to infrastructure and homes and the closure of facilities	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	This risk has been divided into two parts to ensure the risk of the effects of climate shocks have been fully considered.
12	The rising cost of living could tip some families into crisis requiring public service interventions which diverts resources from other policy priorities	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – Medium	The Council have recently teamed up with Mind Monmouthshire and Citizens Advice Monmouthshire to set up cost of living support drop-in sessions at schools and leisure centres across the county.

Ref	Potential Risk	Risk Level – Pre mitigation	Risk Level – Post mitigation	Key changes
Risks to resources				
13	Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	2022/23 – High 2023/24 – High 2024/25 – High	2022/23 – High 2023/24 – High 2024/25 – High	In November 2022, Cabinet passed a proposal for Monmouthshire to become a County of Sanctuary for those fleeing persecution. The Council will now work towards awarded criteria.

Risks to resources

Ref & Status	1	Risk	Potential Risk that: The authority does not have clearly articulated organisational priorities informing a sustainable delivery model				
Risk Owner and cabinet Member responsible		Paul Matthews & Cllr Mary-Ann Brocklesby	Scrutiny Committee	All	Strategic objective	All	
Reason why Identified							
<p>The Well-being of Future Generations Act requires us to plan on a decadal and generational basis. The authority is presently updating its medium-term Corporate Plan following the election of a new Council and aligning with the aspirations of the new administration. This will inform the development of a medium-term financial plan. The publication of three-year indicative budget settlements will aide this process but higher levels of inflation and pay awards above present assumptions make planning for the longer term difficult. A replacement Local Development Plan is currently being developed and other medium-term strategies such as the Climate Emergency Strategy will be updated. The global outlook has changed the world considerably since 2020, and we must consider the longer-term impact on future generations, and plan for these accordingly. The council’s key strategies to enable the delivery of our Corporate Plan must be updated to reflect new and emerging priorities.</p> <p>The authority is likely to face significant budget pressures as the UK Government begins to repay the debt accrued to meet the costs of the pandemic. Alongside this, it is expected that the NHS will continue to consume an increasing proportion of public sector expenditure. Both adult and children’s social care are facing acute pressures with escalating demand, increasing complexity and workforce shortages all contributing. While there is pressure to free-up hospital beds, the care system does not have the capacity to accommodate this, meaning that more resources will be drawn into these acute settings.</p> <p>These issues are compounded by workforce shortages and low levels of pay compared to other sectors. In Monmouthshire, high property prices make it difficult for staff to remain in or relocate to the area.</p> <p>Housing shortages are contributing to increasing levels of homelessness with limited affordable accommodation to meet the 2,400 applicants registered as in need on the Housing Register. This is compounded by the National Development Framework, which will limit the development of housing that is affordable for the key workers of the future. Limited housing growth will also have an impact on future council tax receipts, which the county is dependent on as it receives the lowest settlement of any local authority in Wales meaning that more must come from council tax or commercial income streams. The funding formula does not take adequate account of the relative higher costs of providing services in rural areas where public services cannot be easily centralised to generate economies of scale.</p> <p>An additional challenge that poses a threat to the long-term viability is climate change with increasing frequency of adverse weather events. The county of Monmouthshire has one of the highest carbon footprints in Wales with an older housing stock, which will be costly to decarbonise. The geography also means that decarbonising council operations will be more challenging than in urban areas.</p>							
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2023/24	Possible	Major	Medium
2024/25	Likely	Major	High	2024/25	Possible	Major	Medium
Mitigating Actions							
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress			
Develop a new Community and Corporate Plan to reflect a new financial reality and the response needed to changing issues of well-being in the county.		Strategic Leadership Team	March 2023	A first iteration of the new Community and Corporate Plan was presented to Cabinet and Council in October. The direction of the plan was endorsed at cabinet agreed however the plan itself in its current format was not agreed at Council. Following feedback, a more detailed plan is due to be presented to Council in January. The resource and budgetary implications of actions taken within this place will be considered and reported alongside the budget, due to be published in March 2023, however some impacts will not be understood until commitments being made in the plan are developed into delivery phase and so will require further consideration.			
Engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users		Strategic Leadership Team	March 2023	The Council has undertaken a range of assessment and research to understand well-being in the county including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP). These will be used to inform the new Community and Corporate plan alongside information generated by cross-party working groups held in July and August.			

			The contemporary policy challenges that we need to meet, working with our communities, are complex and evolving. These include transitioning to net zero, tackling the determinants of health inequality, making sure our children do well, and social care reform. We need to ensure that our understanding of these in the county remains up-to-date and current to inform our priorities. There is a need to develop our thinking and ideas as we plan for the longer term. The involvement and participation of and engagement with Monmouthshire's community groups, public service partners, service users and residents will be strengthened to help further understand experiences in the County, and to ensure programmes are bold and ambitious.
Strengthen medium to long term strategic financial planning as part of the Medium-Term Financial Plan and adapt to reflect the global uncertainty on public finances.	Deputy CEX/Chief Officer, Resources	January 2023	<p>The current MTFP model was developed and updated as part of the budget process for 2022/23 and ultimately informed the budget that was approved by Council on the 3rd of March 2022. There has been unprecedented change impacting the Council's operating environment since that time, both globally and nationally in terms of the changing financial and economic environment, and locally changes in respect of the new political administration of the Council. It was therefore appropriate that the MTFP model was reviewed and updated as part of the budget process for 2023/24 to reflect the impact of the current economic situation, the revised demands and assumptions that this brings, together with aligning with the policy objectives of the new Cabinet. Based on the assumptions modelled and pressures included this identifies an unprecedented £23.1m budget shortfall to be addressed for the 2023/24 financial year, with an in-year forecast overspend of £9.15m.</p> <p>The medium-term outlook remains very uncertain. Budget assumptions have been revised and based on the premise that inflation will be brought under control, that energy prices will normalise to lower levels and that public spending reductions by UK Government and that impact on local government in Wales are no worse than modelled. Welsh Government intends to publish the draft provisional funding settlement for local authorities on the 12th of December 2022. It is hoped that the settlement will provide both a level of certainty and a sufficiency of funding that in turn will result in the Council minimising the need to draw on limited one-off reserves to assist the 2023/24 budget process.</p> <p>The underlying MTFP model will be continuously updated to include new information as it becomes available, specifically information from Welsh Government on the settlement. The modelling will inform a medium-term financial strategy and plan that will be presented to Cabinet in January 2023.</p>
Review and update enabling strategies following the adoption of a new Community and Corporate Plan and learning from the pandemic to ensure alignment of resources with the organisations policy priorities.	Deputy CEX/Chief Officer, Resources	July 2023	There will be a review of enabling strategies to ensure they are fit for purpose and support the new policy aims and objectives set out in the Community and Corporate Plan.

Ref & Status	2	Risk	Potential Risk that: Some services may become financially unsustainable in the short to medium term due to increasing demand and continuing financial pressures			
Risk Owner and cabinet Member responsible	Peter Davies and Cllr Rachel Garrick	Scrutiny Committee	All	Strategic objective	All	
Reason why Identified						
After several years of taking significant resource out of the budget, the means of achieving further savings is increasingly more challenging. Pressures on the budget have remained and continue to increase in terms of demographic growth, demand on services and expectations, and pay and pension increases. Specific areas with pressures include children with additional learning needs, children's services and specifically looked after children, adult social care, homelessness passenger transport and MonLife activities.						
During 2021/22, the council delivered a positive revenue outturn of £5.62m, which has been brought about by specific additional Welsh Government grant funding, a significant element of which was received late in the financial year. This in turn has allowed for a transfer to earmarked reserves of £4m that will allow for additional reserve cover to deal with budgetary risks in 2022/23 and beyond. Whilst the final outturn position is welcomed, there remain areas of significant and growing concern and risk going forward, especially in light of the wider challenging economic climate which is driving inflation and an overarching cost of living crisis. Some services continue to face significant demand led pressures, some continue to operate at below pre-pandemic levels, whilst other services continued to have a level of significant reliance on Welsh Government Hardship funding which has now ended. Whilst ongoing plans are in place to deliver services within budget during 2022/23 it is highly likely that considerable levels of mitigation will be required as the Council progresses through the year. Significant budget recovery action is required as set out by the month 4 budget monitoring considered by Cabinet in October, being met from a planned one-off use of reserves, an increased use of capital receipts to meet one-off costs associated with service reform and through identified and additional in-year savings.						

As well as the direct effects of the covid pandemic the wider and longer lasting impact on services needs to be continually planned for, such as on homelessness, Children’s Services and Adult Social Care, along with wider economic and social factors including increasing inflation and the rising cost of living.

The pandemic has significantly affected the council’s medium-term financial planning. This needs to be developed, reflecting realistic and accurate funding requirements, to allow a structured and planned approach to service delivery in the medium term, in line with corporate priorities. The in-year challenge in 2022/23 will ultimately continue and exacerbate itself without significant corrective action in 2023/24 without notable further increases in Welsh Government funding and which are equally dependent on UK Government spending decisions. The Council has a legal duty to set a balanced budget and therefore any budget shortfalls will need to be met through a combination of pressures being mitigated, additional savings and income or reserve contributions. This will be particularly challenging set against the backdrop of a Corporate and Community Plan being finalised by the new administration.

There is not a consistent picture of schools’ balances. There has been a fluctuating trend with some schools showing a continuing reduction in schools balances, which is of concern, and others a more stable trend. However, grants awarded to schools at 2020/21- and 2021/22-year ends have resulted in a large increase in overall school balances. Schools have developed investment plans and the balances are expected to reduce during 2022-23. The increase in school balances has resulted in a reduction in the number of schools in deficit. Inherent structural budget deficits that led to a situation of 17 schools being in deficit prior to the pandemic may in certain cases still remain, and the Authority will look to work with those schools in particular to look to develop a sustainable medium term budget structure irrespective of the additional Welsh Government funding received.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Likely	Major	High

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures.	Deputy CEX/Chief Officer, Resources	March 2023	<p>When setting the 2022/23 budget it was known that the Welsh Government hardship fund would end and so any direct or indirect costs resulting from the pandemic would fall to the Council to fund. There was also an acknowledgment that the challenges experienced in achieving historic income levels would continue and that permanent change in national policy meant that much of the cost associated with the needs of homeless would also fall to the Council. As a result, Cabinet agreed a package of measures to combat the known and unknown pressures presenting in terms of a mix of base budget provision of a further £10.1m and the creation of specific earmarked reserves of £4m.</p> <p>Despite this, the Month 4 budget forecast predicted an in-year overspend of £8.8m. This figure has since been increased to £9.15m in the Month 6 forecast. Whilst immediate mitigating action is underway to arrest the significant forecast in-year deficit, further financial pressure is expected during the 2022/23 and the turbulent socio-economic environment currently facing households, business and the public sector is not expected to stabilise. The cost of living crisis is having a significant impact on communities and there is an expected increase in demand for Council services as a result.</p> <p>Significant savings from existing staff vacancies have already been factored into forecasts and alongside this there is very little scope for further savings in financing and treasury budgets in light of the current economic environment. The overall outturn position continues to be supported by £2.65m of identified eligible expenditure to be funded from capital receipts under the flexible use of capital receipts directive. Reliance on these mitigations was a short-term measure only and is not sustainable at this level beyond 2022/23 as capital receipts forecast to be generated start to fall away. It is important to note that savings identified to help mitigate the in-year overspend thus far have been one-off, temporary or unsustainable and will not bring benefit to future budgets.</p> <p>For the remainder of the financial year, the key focus centres itself on two significant areas: delivering on the range of service budget mitigations identified by the Strategic Leadership Team of at least £2.185m, and that involve a mix of cost moderation and reduction in service delivery; and close monitoring and management of the operational and financial performance of Children’s services, Adult’s services, and Housing with a view to reassessing and considering what our financially viable “core offer” is in relation to these services. Focusing on these two areas will be vital to ensuring that the Council ends the year in a financially sustainable position.</p>
Develop a set of budget proposals for 2023/24	Deputy CEX/Chief Officer, Resources	March 2023	As part of the Welsh Government final budget for 2022/23, they issued indicative increases in Local Government funding settlements for both 2023/24 and 2024/25 of 3.5% and 2.4% respectively. It was noted

			<p>that these were dependent on current estimates of NDR income over the multi-year settlement period, and the funding provided to Welsh Government by the UK Government based on the 2021 comprehensive spending review. Since then, the UK government has cancelled the 2022 comprehensive spending review and it remains unclear what impact this may have on those indicative funding settlements.</p> <p>The further challenge amidst this uncertainty is one of timing. The provisional settlement is expected on 13th December 2022. Cabinet will therefore need to delay consideration of the draft budget proposals until January in order that the most up to date funding announcement can be included. Welsh Government's final local government settlement is due to be published on the 28th February 2023, the day before Cabinet will be considering the final budget proposals and ahead of Council setting the budget for 2023/24 on 9th March.</p> <p>The new Community and Corporate Plan will be developed alongside the budget to ensure the actions set out are attainable and realistic in the current climate. A fully costed plan will be published in March 2023.</p>
Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan, that is based on realistic evidence and planned scenarios, to guide our budget setting in line with agreed strategic objectives and responsiveness to challenges, such as the cost-of-living.	Deputy CEX/Chief Officer, Resources	March 2023	<p>The current MTFP model was developed and updated as part of the budget process for 2022/23 and ultimately informed the budget that was approved by Council on the 3rd of March 2022. There has been unprecedented change impacting the Council's operating environment since that time, both globally and nationally in terms of the changing financial and economic environment, and locally changes in respect of the new political administration of the Council. It was therefore appropriate that the MTFP model was reviewed and updated as part of the budget process for 2023/24 to reflect the impact of the current economic situation, the revised demands and assumptions that this brings, together with aligning with the policy objectives of the new Cabinet. Based on the assumptions modelled and pressures included this identifies an unprecedented £23.1m budget shortfall to be addressed for the 2023/24 financial year.</p> <p>A first review of the assumptions contained in the MTFP has been undertaken and a number of prudent and proposed changes are advocated. The underlying MTFP model will be continuously updated to include new information as it becomes available, specifically information from Welsh Government on the settlement due to be published in December. The modelling will inform a medium-term financial strategy and plan that will be presented to Cabinet in January 2023.</p>
Develop and implement a commercial strategy aligned to the Community and Corporate Plan	Deputy CEX/Chief Officer, Resources	Timescales as per strategy	<p>The Council has developed and is implementing a Commercial Strategy, which has generated income to support services and developed an approach to commercialising assets and creating a commercial culture and ethos. The strategy needs to be reviewed to align with the new Corporate and Community Plan, to assess progress and set the strategic focus.</p> <p>In 2021/22, the investment properties generated an actual outturn of £614,882, which is on target. The council has continually assessed its commercial risk appetite and exposure, and the updates are issued to the Investment Committee on investment performance and mitigating action being taken. We have adjusted our commercial risk appetite to take account of the pandemic and uncertainties in the investment and property markets at this time. Going forward, we will need to focus on a commercial approach being taken to enable the policy aims and ambitions of the Council to be delivered.</p>
Progress the Delegation Agreement with Cardiff Council, for the discharge and provision of council strategic and operational procurement services	Head of Enterprise and Community Animation	Timescales as per strategy	<p>The authority has entered into a collaboration with Cardiff Council, for mutual benefit, in the discharge and provision of the council's procurement services. The arrangements provide increased capacity and expertise to strengthen the council's procurement arrangements, such as in the use of data, to lead to better informed business decisions and business alignment. The effectiveness and impact of the arrangements will need to be assessed on an ongoing basis.</p>
Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact, whilst continuing to improve standards for our young people.	Finance Manager – Children & Young People	Ongoing	<p>Schools have continued to benefit from Welsh Government hardship funding of £1.047m during the year to compensate for additional general Covid costs incurred (e.g. PPE, staff cover due to self-isolation, enhanced cleaning) and income lost. From a financial perspective, 2021/22 continued to see schools receive several significant Welsh Government grants to support them and their pupils during a period of continued disruption to learning and recovery from the impact of the pandemic on schools. This resulted in all but one of the schools carrying forward a surplus balance into the 2022/23 financial year resulting in an opening reserve position of £6.9m. The Authority continues to require schools carrying significant surplus balances that were above levels guided by Welsh Government (£50k for a Primary, £100k for a Secondary) to provide investment plans setting</p>

			<p>out how they intend to spend the significant balances being held. These plans informed the budget process for 22/23.</p> <p>At month 6, the forecast is for an overall contribution from school balances of £4.9m, resulting in a forecast surplus at year-end of £2.05m. The budget for 2022/23 made allowance for a pay award for schools' staff up to a threshold of 3%, with any award agreed above this level to be funded from schools balances. The forecast is predicated upon a further pressure of 2% over and above the 3% budgeted based upon the current level of pay offer put forward by the independent Welsh pay review body. This accounts for £1.2m of the overall £4.9m forecast draw upon school balances this year. It should be noted that teaching unions are currently balloting over industrial action in respect of the current pay offer which presents a risk to the current forecast in place.</p> <p>Whilst it is clear that many of the investment plans enacted by schools will bring balances more in line with guidance from Welsh Government, a further seven schools are now forecast to move into deficit by year-end. Officers will continue to work closely with those schools of concern to aid the return to a more sustainable budget plan for the medium term.</p>
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Ref & Status	3	Risk	Potential Risk that: The authority is unable to deliver its political priorities or maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability				
Risk Owner and cabinet Member responsible	Peter Davies & Cllr Rachel Garrick	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All		
Reason why Identified							
<p>Underlying the Capital Strategy is the recognition that the financial resources available to meet council priorities are constrained by the level of one-off reserves and capital receipts that the Council holds and the level of capital grant funding from Welsh Government and other funding bodies, and the extent to which the Council is able to entertain further prudential borrowing. The core capital programme has been impacted in recent years in order to enable the Band A new schools programme to be funded, which has now successfully concluded. Subsequent to a Council decision having been secured in June the 3-19 school in Abergavenny is now progressing into contract and into its construction phase, supported under the Welsh Government Band B programme.</p> <p>There remain a considerable number of pressures that sit outside any potential to fund them within the Capital MTFP, and this has significant risk associated with it. These include property and highways infrastructure, DDA work, and public rights of way. In addition to this, there are various schemes/proposals (e.g. Monlife, tranche C Future schools, climate emergency response, any enhanced DFG spending etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP. In the event of emergency pressures, resources will have to be diverted. Projects, such as the Cardiff Capital Region City Deal, also require significant capital investment to realise the outcomes.</p> <p>The timing of capital receipts always remains uncertain due to market conditions. Future investment in capital schemes is in part dependent on future success of achieving capital receipts and there are risks attached to some receipts materialising. There is a risk associated with relying on the use of capital receipts in the same year that they come into the council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required. Significant further capital receipts are now not forecast and until such time as the outcome of the Replacement LDP is known and for which the Council has put forward a number of strategic sites in its ownership.</p> <p>Since entering 2020, the council has faced significant and unprecedented challenges, notably the flood response and recovery resulting from Storms Ciara and Dennis in February 2020, and the subsequent Covid-19 pandemic and the impact of the lockdown restrictions that were put into effect. As well as the direct effects of the covid pandemic the wider economic and social factors including increasing inflation and the rising cost of living needs to be continually planned for, such as price inflation on building materials and digital hardware and delays due to increased demand. This could have an impact on the scope of planned maintenance work, should the price increases continue, and this is being monitored by officers in partnership with other agencies.</p>							
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Likely	Major	High
Mitigating Actions							
Mitigating Action	Responsibility Holder		Timescale	Mitigation action progress			
Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP.	Deputy CEX/Chief Officer, Resources		Ongoing	The current MTFP model was developed and updated as part of the budget process for 2022/23 and ultimately informed the budget that was approved by Council on the 3rd March 2022. There has been unprecedented change impacting the Council's operating environment since that time, both globally and nationally in terms of the changing financial and economic environment, and locally changes in respect of the new political administration of the Council. It was therefore appropriate that the MTFP model was reviewed and updated as			

			<p>part of the budget process for 2023/24 to reflect the impact of the current economic situation, the revised demands and assumptions that this brings, together with aligning with the policy objectives of the new Cabinet. Based on the assumptions modelled and pressures included this identifies an unprecedented £23.1m budget shortfall to be addressed for the 2023/24 financial year.</p> <p>The Council has strengthened its scrutiny and challenge of the Capital Programme through the established Capital and asset management working group (CAMWG). The process in place looks to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term. The Capital Programme for 2023-2028 will be reviewed and reconsidered during the budgetary process to ensure that the revenue implications of capital expenditure are accurately reflected in the revenue MTFP and that the capital expenditure plans of the Council remain affordable, prudent and sustainable. Alongside this, the Capital strategy will be refreshed and brought alongside final budget proposals to Council in March 2023.</p>
Continue to monitor the Capital budget	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The capital expenditure outturn forecast for 22/23 shows a net forecast overspend of £310k. Numerous unexpected pressures including above original cost projection for projects and overrun costs result in a £1.165m overspend which is offset by an £855k underspend on Disabled Facilities grants.</p> <p>The month 6 forecast reports that nine schemes are indicating delays at this early stage in the year, with £6.2m forecast slippage following revision of project timescales. Whilst the month 6 forecast highlights £6.2m of capital slippage, previous year's trends would indicate that this will increase substantially as the year progresses, and as more certainty becomes available both in terms cost and contract delivery timescales.</p> <p>The current economic environment continues to have a significant impact on the overall capital programme with cost inflation and supply chain issues continuing to present a challenge to project delivery. Whilst every effort is being made by project managers to work within the budgetary plans and timescales set, it is inevitable as the year progresses that further cost pressures will materialise. This will in turn limit the scope of project delivery, especially in the areas of property maintenance and Infrastructure works where less schemes can be delivered within the overall budget allocated.</p> <p>Whilst forecast overall capital receipt balances seem healthy, there remains the risk that forecast receipts receivable for 2023/24 onwards are at comparatively low levels, and combined with the fact that receipts are continuing to be used to subsidise the revenue budget through capitalisation direction means that the scope for further capital investment funded via receipts will be limited.</p>
Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Commercial and Integrated Landlord Services & Head of Placemaking, Housing, Highways and Flood	Ongoing	<p>A programme of property condition surveys are currently being undertaken by external consultants; these will be used to inform prioritisation of capital maintenance spend. A programme of Health and safety surveys is currently being commissioned. Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.</p> <p>A review of the pressures and associated risks is being undertaken to inform the capital budget process. A previous review in 20/21 had concluded that further feasibility studies and technical assessments needed to be undertaken on specific infrastructure assets, funded from existing highways infrastructure capital budgets. The results of these studies and assessments will inform the capital MTFP and pressures that will need to be accommodated and funded therein in future financial years. The Capital and Asset Management Working Group will review this feed into the budget process for next year and across the MTFP. In tandem with this, the Capital and Asset Management working group will investigate the impact of significant construction price inflation on materials such as steel, wood, plaster, etc.</p>
Deliver the Asset Management Plan to manage the Council's land and property portfolio	Head of Commercial and Integrated Landlord Services	Timescales as per plan	<p>The Asset Management strategy is being implemented and actions from the plan have been integrated into the relevant business plans for ongoing monitoring and progress reporting. The strategy will be updated in 2023, and subsequent to the Corporate and Community Plan having been approved by Council, and which will provide a good opportunity to review progress and the strategic focus and priorities going forward. This will also consider the findings from the Audit Wales Springing forward review on asset management.</p>

Help sustain Council Services and enhance the asset base by investing in commercial property assets in order to increase the net rental income stream for the Council in line with the asset investment policy	Head of Commercial and Integrated Landlord Services	Ongoing – see Asset Management strategy	As part of the delivery of the Corporate and Community Plan, a Commercial Strategy has been developed, which seeks to enhance income generation, develop an approach to commercialising assets and create a commercial culture and ethos. The strategy has a short-, medium- and long-term view and aims to provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity. The council has continually assessed its commercial risk appetite and exposure, and the updates are issued to the Investment Committee on investment performance and mitigating action being taken. The commercial risk appetite has been adjusted in light of the current pandemic and uncertainties in the investment and property market at this time. Going forward, we will need to focus on a commercial approach being taken to enable the policy aims and ambitions of the council to be delivered.
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Ref & Status	4	Risk	Potential Risk that: Relatively high age profile, a global skills shortage and wage inflation will impact recruitment, retainment and workforce planning and affect the delivery of Council services				
Risk Owner and cabinet Member responsible	Matt Phillips & Cllr Rachel Garrick	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All		
Reason why Identified							
There is a global skills shortage, and the impact is being felt in several sectors that Monmouthshire County Council is either a part of or competes with for talent. Some services have identified challenges with recruitment; Social Care, Operations and Facilities are all facing difficulties, which is affecting service provision. Driver shortages are affecting transport, with some contractors withdrawing from home to school contracts. In addition to this, the average age of staff in the council is 48 and the most common age is 55 creating workforce planning challenges.							
There is a continuing risk that staff well-being could be impacted by a range of factors from work related pressures such as staff in some areas are facing considerably increased workloads to meet increasing demand, to personal home-based factors such as financial strains due to the rising of cost of living.							
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Almost certain	Major	High	2022/23	Likely	Major	High
2023/24	Almost certain	Major	High	2023/24	Possible	Major	Medium
2024/25	Almost certain	Major	High	2024/25	Possible	Major	Medium
Mitigating Actions							
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress				
Recruit and retain staff more effectively	Chief Officer, People and Governance	Ongoing	<p>Recruitment issues are being reflected nationally within some sectors, and the council is not exempt from this. Positions within Social Care, Operations and Facilities, for example, are seeing a dramatic reduction in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities, and some factors affecting the availability of staff sit with government. However, HR and managers within the council are working together to try to reduce the recruitment problem and determine ways of lessening its impact on services.</p> <p>The People team have put arrangements in place to strengthen recruitment procedures, such as adapting the recruitment process, whilst still maintaining safeguarding and safety requirements, promotion of opportunities and recruitment of graduates, apprentices and work experience. This has led to successful recruitment campaigns in some service areas. The Communications Team are promoting positions in a variety of ways to reach a broader audience, using drives such as 'Job of the Week'. The weekly Leaders Q&A sessions are encouraging discussion between service areas to promote networking and sharing ideas.</p> <p>Recruitment arrangements need development to meet remaining challenges. An e-recruitment system has been procured and implementation will commence in Autumn 2022 to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility.</p> <p>HR staff sit on various local government groups and are collaborating with partner organisations to identify commonalities and information sharing. This is being fed into Welsh Government to inform their decision-making and to influence their response to the issue.</p>				

Develop the support mechanisms to support staff wellbeing	Head of HR	Ongoing	<p>The Digital 'Cwtch' continues, although less frequently, along with a weekly People Leaders Q&A session. HR has developed a People Leaders Support Site which enables 'live' discussion/news feed, enabling direct support and a shared learning platform for managers and head-teachers. The SUPPORTALL HUB portal allows colleagues to access information directly from any device on a range of subjects and includes an extensive range of FAQ documents on all people management related topics.</p> <p>Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors. Learning from, and building on, arrangements from the pandemic, staff well-being needs continual support. The use of networks and communication digitally, surveys and feedback loops to senior managers, has extended the reach of contact with the workforce. This has also created the conditions for a wider system of self-supportive networks sharing practice, ideas and support.</p> <p>Cost of living is a live issue and there has been work progressed to identify the best way of addressing this on top of the considerable amount of information and advice that has been made available throughout the summer in 2022. A report was presented to Cabinet in September 2022 requesting the release of £219,824 from reserves in order to mitigate the workforce impact of the cost of living crisis. Proposed actions included increasing mileage paid to workers using their personal vehicles for work-related travel from 45p per mile to 50p; updating the pay system and upskill colleagues to ensure a swifter expense payment; and to increase payments for commissioned care by £1 per hour for a 6-month period. The proposal was approved and implemented at the end of October.</p>
Embed workforce planning into team management processes to ensure the right skills, expertise and knowledge are available for future changes	Chief Officer, People and Governance	Ongoing	<p>The ability of the organisation to plan the workforce it needs to meet current and future demands, and to implement this, requires development, especially given recruitment and national skill challenges. A team with a specific focus on workforce planning and development in the Council has been established, incorporating recruitment, retention, Apprenticeship, Graduate and Internship and training. The team is working with service areas to strengthen workforce planning arrangements. A new people strategy will be developed taking account of the latest evidence. This will also consider the findings from the Audit Wales Springing forward review on workforce.</p> <p>The development and retention of existing staff is an essential component of workforce planning. A learning management system has been procured and is in the early stages of implementation.</p>
Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it	HR Manager	Ongoing	<p>The staff appraisal process, Check In-Check Out, needs to evolve to meet the varying needs of the organisation based on learning that a one-size-fits-all approach is not effective for the varying services the council delivers.</p> <p>Arrangements are being developed to ensure there is meaningful staff/line manager engagement and communication by right. Colleagues need to be given the 'right' to seek meaningful 1-1s on a regular basis, and there needs to be a focus on improving the skills of line managers to enable a variety of different approaches to the process so that performance development is realistically achieved. There is also a need to ensure feedback loops are in place to evaluate whether this is happening effectively, and to determine if they are informed by other enabling arrangements such as Service Business Plans, and staff training and development needs.</p>

Ref & Status	5	Risk	Potential Risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services				
Risk Owner and cabinet Member responsible	Sian Hayward and Cllr Rachel Garrick	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All		
Reason why Identified							
There have been a number of high-profile cases across both public and private organisations where cyber-attacks and data breaches have compromised service delivery and financial loss. These attacks occur due to insecure infrastructure or staff who are not cyber literate and may inadvertently introduce attacks through their personal actions. Cyber security can also be compromised through a lack of structured governance arrangements, risk assessments and planning.							
Digital working has increased in the last two years bringing an increase in the potential for loss of data through cyber incidents.							
Risk Level (Pre-mitigation)			Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level

2022/23	Likely	Major	High	2022/23	Possible	Major	Medium
2023/24	Likely	Major	High	2023/24	Possible	Major	Medium
2024/25	Likely	Major	High	2024/25	Possible	Major	Medium

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure robust arrangements are in place to safeguard the organisation's data and systems from cyber-attack	Cyber security service	Ongoing	<p>The Council recognises that total elimination of cyber-attack is not possible, but we will ensure robust arrangements are in place to safeguard data and systems from cyber-attack via: Physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning.</p> <p>Significant investments in ICT infrastructure and software have been undertaken, which will mitigate against the likelihood of a cyber-attack.</p> <p>An operational risk register, which is exempt from publication under the Data Protection Act, is maintained by the Information Security Team, the SRS Security Team and MCC.</p>

Risks to service delivery

Ref & Status	6	Risk	Potential Risk that: Significant harm to children or adults may occur due to a failure of safeguarding arrangements				
Risk Owner and cabinet Member responsible	Will Mclean & Jane Rodgers, Cllr Tudor Thomas	Scrutiny Committee	People Scrutiny Committee	Strategic objective	The best possible start in life Lifelong well-being		

Reason why Identified

Safeguarding vulnerable people requires a consistent focus to be maintained across the council and its partners in order to both prevent and reduce the likelihood of harm to vulnerable individuals; and to respond effectively to reduce risks if harm occurs.

The upward trend in demand within children's and adult's services including early help, puts services under pressure creating an increased risk that safeguarding responses will be compromised. The on-going consequences of the pandemic and the current economic and social pressures on families generates further pressure within the social care and health system with more complex presentations and increased vulnerability within communities.

There is a national shortage of capacity in the social care workforce, which alongside of increased demand pressure, impacts on the council's ability to conduct safeguarding enquires and protect children and adults who are at risk.

Care Inspectorate Wales (CIW) also conducted an assurance check in February 2021 and reported broadly positive findings under the four principles of the Social Services and Well-being (Wales) Act 2014: People – Voice and Control, Prevention, Well-being, Partnerships and Integration. Our senior leaders have commenced work on scoping the future needs of the community and are continuing to work collaboratively with partners to build and support community resilience.

A further CIW Performance Evaluation Inspection of Adults social services was undertaken in July 2022, which includes performance of Adults Safeguarding. This found that *"The local authority responds to immediate safeguarding concerns. Through reading social care records, we saw evidence of professionals in the safeguarding team working effectively with colleagues from the local health board and the police, as well as wider local authority teams, to protect adults at risk"*. Areas for improvement included further work to embed the threshold for safeguarding concerns and to ensure that statutory timescales for undertaken enquiries are met.

Risk Level (Pre-mitigation)

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium
2024/25	Possible	Major	Medium	2024/25	Possible	Major	Medium

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Continually monitor and evaluate safeguarding processes and practice and ensure good accountability for safeguarding. Ensure that where actions are identified from self-evaluation processes that these are implemented.	Safeguarding & quality assurance service manager	Ongoing	<p>Progress against the council's safeguarding priorities is evaluated annually and the priorities reflect the cornerstones for keeping people safe in Monmouthshire, as set out in the Corporate Safeguarding Policy.</p> <p>The Annual Safeguarding Evaluation Report was presented to Council in October 2022. The report evaluates the progress of Monmouthshire County Council's key safeguarding priorities during 2021/2022, highlighting progress, identifying risks and setting out actions and priorities for 2022 - 2023. This evaluation report forms an</p>

			<p>integral part of the improvement of safeguarding practice across the Council and drives the work of the Whole Authority Safeguarding Group.</p> <p>A safeguarding 'self-assessment' is undertaken on a two-year rolling programme, on a directorate basis via the Safeguarding Assessment Framework for Evaluation (SAFE). The key development has seen directorates sharing the outcomes of their SAFEs through a work-shop approach, using real case studies from their service areas to demonstrate safeguarding in action.</p>
Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).	Chief Officer, Social Care, Health & Safeguarding	Ongoing	The Whole Authority Safeguarding Group (WASG) meets 6-weekly, chaired by the Statutory Director (Chief Officer). Every directorate has a representative on the group, and minutes are retained for each meeting. The WASG continues to provide leadership, direction, oversight, support and challenge to strengthen safeguarding activity in the Council.
Ensure that robust systems are in place within the authority to respond to any concerns regarding child protection and protection of adults at risk.	Chief Officer, Social Care, Health & Safeguarding	Ongoing	<p>The continued upward trend in demand within both children's and adult's services puts services under immense pressure. Children's services remain committed to promoting good practice around child protection and safeguarding through an on-going programme of service and practice development. Family support services across all tiers of need and vulnerability have been significantly increased and there is a good level of stability within the workforce and leadership.</p> <p>Adult safeguarding referrals remain in an upward trend. CIW carried out an assurance check in February 2021, and the report specifically identified positive working practices within the safeguarding arena. They did, however, identify some areas for improvement, specifically in relation to the number of adult safeguarding enquiries completed within seven days, and improved management oversight in the adult safeguarding records viewed. The CIW Performance Evaluation undertaken in July 2022 found that there has been an increase in the proportion of adults safeguarding enquiries completed in seven days during 2021/22, but that further improvement in timeliness is needed.</p> <p>The outcomes from the inspection report related to Adult safeguarding arrangements will be addressed and monitored via an action plan. CIW will monitor progress through its ongoing performance review activity with the local authority.</p>
<p>As a statutory partner of the regional safeguarding boards, continue to work with other statutory partners to ensure that there are effective multi-agency safeguarding arrangements and that they are working well.</p> <p>Share learning and development in safeguarding.</p> <p>Implement the recommendations and learning from any Domestic Homicide review, adult practice review or child practice review that is undertaken under the safeguarding board.</p>	Chief Officer, Social Care, Health & Safeguarding	Ongoing	<p>There continues to be full representation at all levels of the work of the regional safeguarding board and VAWDSV board. There is strong engagement in regional approaches to addressing the risks of sexual and criminal exploitation of children; Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and Contest (PREVENT anti radicalisation).</p> <p>The Monmouthshire Exploitation Group (MEG) has been implemented, with representation from the Safeguarding Unit, Public Protection, Partnerships, Police, Gwent Missing Children's Team, Education and community-based teams. This group has overseen the development of a Monmouthshire Protocol for responding to Modern Day Slavery and Exploitation.</p> <p>The Council's safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.</p>

Ref & Status	7	Risk	Potential: Risk of harm if we are unable to enact our corporate parenting responsibilities to some children in our care as result of an increase in demand and complexity of cases			
Risk Owner and cabinet Member responsible	Jane Rodgers & Cllr Tudor Thomas	Scrutiny Committee	People Scrutiny Committee	Strategic objective	The best possible start in life	
Reason why Identified						
The council is supporting 208 children who are looked after (31 st March 2022). The number has risen substantially in recent years but has recently stabilised, although it remains higher than the average of children who are looked after across Wales. The number of children on the child protection register is seeing considerable fluctuations and has increased significantly during 2021/22, with the rate exceeding the Welsh average from the previous year. As a result, significant demand on Children's Services remains.						
The 2021/22 budget for Children Services was £16m, over half of which relates to children who are looked after, in particular, placements for children who are looked after. Despite an increase in budget for 2021/22, the Children's Services budget over spent by £534k, with higher costs of placements as a result of increased complexity contributing to part of this. The 2022/23 budget is £17.8m and is forecast to overspend at month 6 by £4.3m, due to increasing numbers of						

high cost placements, including extremely costly emergency arrangements for children where there is no regulated placement. Alongside this there is continued use of agency staff to fill vacancies. With the increased demand comes added pressures on other services such as legal and transport provision, contact and staffing, and extended reliance on agency staffing as a consequence.

Current critical risks, which are being managed and monitored as far as possible, include:

- Increase in referrals because of the impact of the pandemic on vulnerable families
- Increase in some spend areas to support certain areas of risk where demand has increased, particularly within 'front-door' services
- Reduced capacity and absence of staff due to staff sickness, welfare and recruitment difficulties
- Increase in complexity within family need and vulnerability
- There is a critical shortage of specialist fostering and residential placements for children with complex needs, meaning that some children cannot be placed and could result in adverse outcomes and reduced well-being for children requiring support. This is likely to be exacerbated by the policy commitment to eliminate profit from the care of looked after children which could lead to private providers exiting the market.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Likely	Major	High

Mitigating Actions			
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Continue to review and evaluate performance of Early Help and Family Support services in order to reduce the pressure on statutory services as much as possible	Head of Children's services	Ongoing	Children's Social Services have implemented a co-ordinated approach to early intervention and prevention providing support to children and families who need it as soon as possible, and to ensure that the right help is provided at the right level of intensity. There has been a significant increase in demand for these services in the last year, particularly due to the impact of the pandemic. The number of contacts for children not already in receipt of care and support received by statutory Social Services during the year increased from 4,329 to 5,776. Services are under pressure trying to meet this demand and providing appropriate and timely support is challenging. Evaluation and feedback of family support services indicates clear and positive outcomes for families. For example, during 2021/22, out of 140 families, 84% reported a positive outcome from the 'early help' intervention. There is a need to develop capacity and arrangements to meet increased demands for early help and preventive services.
Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering. Continue to review and embed MyST, a Multi-disciplinary Intensive Therapeutic Fostering Service and assess impact on placement activity with children with complex needs.	Head of Children's Services	Ongoing	The council is working with Foster Wales to run active campaigns to increase the rates of in-house foster carers to provide accommodation and support to children requiring it, which launched in September 2021. To date, the transition from local to national campaigns has not had the anticipated impact in Monmouthshire and no new foster carers were recruited during 2021/22. There is also a critical shortage of specialist fostering and residential placements, with considerable instability within the provider market, which could result in adverse outcomes and reduced well-being for children requiring support. The Council has collaborated with Blaenau Gwent and implemented the MYST service, a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People, which will help to support children who are looked after and who have complex needs. The second stage of implementation has now been completed, so that Monmouthshire has its own individual MyST. The challenges remain however, in terms of being able to secure suitable alternative placements for children in order to stabilise and reduce our ongoing reliance on residential placements.
Implement the next phase of children's services development programme focused on achieving the best outcomes for children and families through building best practice	Head of Children's services	September 2022	Children's Services completed a 3-year improvement programme (2016-2019), which concentrated on securing stability in the workforce, and developing a delivery model of practice, commissioning and service critical issues. This was extended into a further 3-year programme (2019-2022). The focus remains on practice development that will shape the way the service works with families over the next number of years. The importance of relationships and how we work with families to support their strengths, manage risks and achieve good enough outcomes will be key indicators of success. This continues through on-going programme of service and practice development – an additional focus over next period will be to increase resilience within Child Protection services as we continue to work with increased levels of risk and vulnerability within the community.

Review and monitor the Children Looked after population in line with Welsh Government expectations around reduction	Head of Children's services	As per plan provided to WG	<p>The council is supporting 208 children who are looked after (31st March 2022). The number has risen substantially in recent years but has recently stabilised, although it remains higher than the average of children who are looked after across Wales.</p> <p>Whilst we develop interventions to address early identification and manage appropriately pre- and post-statutory intervention with families, the growing numbers mean that services are under pressure. Work is underway to maximise the opportunities to reduce the current trends. Welsh Government recently carried out a Looked after Children's review across Wales. As part of this, we have services in place aimed at reducing the numbers of children being looked after. This relies heavily on all parts of the system being geared to support the plans for reduction.</p> <p>Over the next year, as well as continuing to embed preventative services, the family support offer has been expanded to ensure that children are equally supported to leave care safely.</p>
Develop and expand the Children's Services Commissioning Strategy in response to the intention to eliminate profit from children's social care	Head of Children's Services	Five years	<p>There is an insufficiency of placements for children who are looked after at a local, regional and national level. This year, the service will work in partnership with regional Local Authorities to develop a commissioning and service development strategy and implementation plan, aimed at increasing appropriate placements for children, particularly those with complex needs. This will include the completion of 2 'solo' residential children's homes through a partnership model with third sector organisations. There are huge challenges with this work particularly around workforce, resources and the time it takes to develop provision. At present there is considerable instability within the provider market and a paucity of suitable alternative options, meaning that some children are not in regulated provision. This creates an on-going risk for the council that is difficult to fully mitigate at present.</p>

Ref & Status	8	Risk	Potential: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases				
Risk Owner and cabinet Member responsible	Jane Rodgers & Cllr Tudor Thomas	Scrutiny Committee	People Scrutiny Committee	Strategic objective	Lifelong wellbeing		
Reason why Identified							
<p>Referrals to Adult's Services have increased exponentially over recent years, and services are facing unprecedented pressure as a result. The care at home/domiciliary care sector is under immense pressure; Monmouthshire has specific challenges due to rurality and demographics. Demand following lockdown, and the complexity of need, is significantly higher than seen before and services are under immense pressure as a result, which is causing delays in service provision. A number of providers have left the market, which has created some critical pressure points.</p> <p>The fragility of the social care sector and the availability of care staff remains a key risk. Difficulties in recruiting and retaining staff in care posts has exacerbated the pressure, and this is being impacted by, and impacting upon, hospital discharge protocols. Some of the long-term impact of the pandemic is not yet fully understood, and Adult's Services will need to monitor closely emerging issues as they become clearer.</p> <p>The care home sector has been under significant pressure through the pandemic, and some are experiencing financial challenges threatening longer term sustainability.</p>							
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Almost certain	Major	High	2022/23	Likely	Major	High
2023/24	Almost certain	Major	High	2022/23	Likely	Major	High
2024/25	Almost certain	Major	High	2024/25	Likely	Major	High
Mitigating Actions							
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress				
Work with Welsh Government to recruit and retain care staff	Chief Officer, Social Care & Health	Ongoing	Recruitment and retention of care staff has been a considerable concern for some time, despite an ongoing recruitment programme across Wales. In recent months however, the issue has become significantly worse. The 'We Care' campaign, a national recruitment campaign initiated in 2020, funded by Welsh Government, continues to promote careers in social care, however, Local Authorities and independent providers are struggling to retain and recruit carers.				

			We are running a 24/7 recruitment campaign to encourage as many applications as possible, and we have created a fast-track recruitment process. This aims to streamline the application process, whilst maintaining all safe recruitment protocols, to provide a more user-friendly platform for potential employees to use. We are also adopting different mechanisms to advertise posts other than the conventional Council website, such as a social media campaign. Funding has been obtained from the Welsh Government Recovery Fund to employ two part time posts dedicated to recruitment. A campaign was launched to advertise positions for people who only want to work weekends, with a view to attracting students or parents with child-care commitments during the week.
Work to address the difficulties in the health and social care system through the Regional Partnership Board and its sub-groups.	Chief Officer, Social Care & Health Head of Adult Services	Ongoing	There are on- going regional partnership meetings to identify and address difficulties across health and social care. These include Gwent Adult Service Partnership, Regional Leadership Group and Regional Partnership Board.
Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised	Chief Officer, Social Care & Health	Ongoing	All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Despite the availability of short-term funding streams e.g. Winter monies, Discharge to Recover, there has not been available workforce (Social Work / Therapies) through agency or any other means to manage the capacity gaps. Access to care and support is not always timely, and at times, our weekly unmet need within home care has reached 2000 hours. We are undertaking case load reviews and a replacement exercise with other services to see if they can assist with providing services to users. We are working with families to determine if there is help available to support a loved one. We are also working extensively with other care providers to coordinate runs better to be as efficient and effective as possible.
Implement a 'place-based' approach to create sustainability in care at home services	Chief Officer, Social Care & Health	Ongoing	A key risk that remains is the fragility of the social care sector and the availability of care; COVID-19 has added a further risk to what was already a difficult area, and we did not foresee the impact of lockdown on residents and on the care sector itself. Recruitment is a significant challenge, staff are leaving for other sectors, and the cost of living in Monmouthshire is a prohibitive factor when trying to recruit. The Council remains committed to developing a more sustainable care at home sector for the future. A place-based approach is being progressed that encompasses all aspects of the community, including third sector, housing, education, residential settings and the community itself. This also needs to allow those wishing to live independently the opportunity to shape their own support to meet their own goals and desires.
Ensure the long-term sustainability of social care providers	Chief Officer, Social Care & Health & Head of Public Protection	Ongoing	It is vital that social care providers are able to provide care and support during and after the period of the pandemic and as such the council has a role in ensuring their financial sustainability and that they have access to sufficient resources, e.g. staffing. There is a national recruitment problem within the care sector, and this is impacting both public and private services. We are working with private care providers to align routes and services as much as possible to make the system as effective and efficient as possible.

Ref & Status	9	Risk	Potential Risk that: Failure to implement the new national curriculum and other reforms alongside strong delivery of teaching and examinations following disruptions during the pandemic meaning that some children, including vulnerable learners, are unable able to achieve their full potential			
Risk Owner and cabinet Member responsible	Will Mclean & Cllr Martyn Groucutt	Scrutiny Committee	People Scrutiny Committee	Strategic objective	The best possible start in life	
Reason why Identified						
Meeting the needs of vulnerable learners remains a priority and the gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. There is variation in FSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.						
There is an increasing demand for support for children with additional learning needs. The Monmouthshire PSB well-being plan recognises the importance of greater support for the well-being of children and young people, and there are areas where students' well-being can be further supported. There are also challenges in meeting the demand for Welsh Medium education provision in the future.						
Estyn's report into Local Government Education Services in Monmouthshire County Council was published in April 2020. The report concluded that the authority's education service does not give cause for significant concern. There are four recommendations for development: - Improve outcomes for pupils eligible for free school meals						

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

The new curriculum will be implemented in 2022. The disruption from the past 18 months may impact on the ability of some schools to fully and effectively implement the curriculum and this will need to be monitored throughout the remainder of the academic year.

Given the external pressures of the new curriculum and the wider aspects of the reform agenda, such as the introduction of the ALN Act, some schools may not return to levels of teaching and learning that were seen prior to the pandemic as quickly as necessary. This also recognises that there will be significant pressures on schools to support accelerated learning and wellbeing provision.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Possible	Major	Medium	2022/23	Possible	Major	Medium
2023/24	Possible	Major	Medium	2023/24	Possible	Major	Medium
2024/25	Possible	Major	Medium	2024/25	Unlikely	Major	Low

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure the agreed arrangements with the Education Achievement Service (EAS) continue to challenge and support schools	EAS & Chief Officer, Children and Young People	Ongoing	<p>Working with the local authority, EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued particular focus on vulnerable learners. All schools will continue to be provided with a bespoke support package that compliments the priorities identified within their own School Development Plans (SDPs) in line with the levels of support they require. There is a degree of flexibility within the deployment model to allow for in-year changes in circumstances and to allow for changes in light of the pandemic.</p> <p>Monmouthshire's strategic priorities for 2021/22 aligned well with the recommendations from the Estyn inspection in April 2020. The years that followed saw unprecedented disruption and in managing our response to the global pandemic, previous improvement priorities had to take a step back to allow focus on the operational and tactical steps required to safely operate schools and provide blended learning. Whilst some uncertainty remains, work continues to progress addressing our Estyn recommendations, and prioritising emerging need. The second year of the pandemic, with a more localised and unequal impact, was harder for schools to manage.</p> <p>Schools have prioritised the wellbeing of all pupils as a pre-requisite for effective learning. This includes the development of a flexible approach to curriculum delivery, suitable for use in a range of contexts, and additional support to close the gap, to recover and to raise standards for priority groups. EPS and Healthy schools are providing advice and support to practitioners to support the well-being of children and young people impacted by COVID-19.</p>
Prepare for the implementation of the new school curriculum	EAS & Chief Officer, Children and Young People	Ongoing	<p>The new curriculum was implemented in September 2022. The position of schools in implementing the new curriculum is varied; some are in a strong position as they had undertaken significant work prior to the pandemic; others less so and will require additional support and time to bring them up to speed. For those schools that have been unable to move forward at pace, there is bespoke support available, and a framework around them to continue the move forward at their own pace. Schools will have support from their school improvement partner or their school-to-school link. School development planning guidance has been provided to help with strategic planning over the next year, and there is a national professional learning programme for senior leaders, headteachers and middle leaders. Professional learning support is also available for Teaching Assistants.</p> <p>The Council and EAS continue to work with schools in ensuring that they are meeting the needs of students. EAS and MCC continue to monitor the progress schools are making towards the implementation of the curriculum and identify those who may need additional support.</p>

Continue to improve the quality of self-evaluation in the CYP directorate.	Chief Officer Children & Young People	Ongoing	The Chief Officer's report will be presented to Full Council in the Autumn of 2022. It will capture the emergence from the pandemic and the challenges that remain for the local authority. This will align well with the emergent Corporate Priorities of the newly elected administration.
Develop and implement plans to address the recommendations in Estyn's report into Local Government Education Services	EAS & MCC	Ongoing	<p>Monmouthshire County Council underwent an Estyn inspection in February 2020 and ordinarily, would focus on meeting the report's recommendations. The themes from the inspection included pursuing excellence, creating an holistic vision and strategy for learners with additional learning needs, securing better outcomes for our learners eligible for free school meals (FSM) and improving the way we use data in our evaluations. Draft ALN and FSM strategies have been scrutinised by Children and Young People Select Committee and continue to be developed in response to the impact of COVID-19. We also continue to develop leadership across our schools and create better learning environments for all our learners.</p> <p>Estyn provided a letter early in 2021, which captured the actions that the Education Team, schools, and EAS colleagues have taken to ensure the transition through the previous months had been as effective as possible. Some things identified in the letter include:</p> <ul style="list-style-type: none"> • in terms of Leadership and Collaboration, their recognition of our communication and clear expectations for schools • members have been kept up to date with events as they have unfolded. The quality of questions and level of challenge from members has been good • the good work undertaken by colleagues in education and social services to ensure that the needs of the more vulnerable learners were met
Deliver the Welsh Education Strategic Plan (WESP) in collaboration with neighbouring authorities	Head of Achievement and Attainment	Timescales as per WESP	The agreed WESP is a long-term planning tool, which sets our direction for the next 10 years. It is an ambitious plan and interfaces clearly and closely with the local authority five-year Welsh language strategy, which is currently being reviewed.
Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs	Head of Achievement and Attainment	Ongoing	<p>The new ALN Strategy identifies four distinct and ambitious work streams, all of which aim to build sustainable and resilient provision and are now embedded in the business plans of the ALN and Educational Psychology Services. Whilst lockdowns have had an impact on some actions, progress has been made in other areas. The Emotionally Based School Avoidance (EBSA) cross-directorate initiative has been developed as part a whole school, whole authority approach to promoting attendance and well-being in Monmouthshire schools. The Education Psychology Service's training platform has continued to be developed, which provides information on support for well-being, as well as other key issues.</p> <p>The ALN team have been a key part of the regional preparations and developments for the new ALN and Tribunal Act legislation, which was implemented in September 2021. In preparation for the implementation of the Act, all Monmouthshire ALN Coordinators have been provided with an extensive range of training through the regional ALN transformation initiative, and Headteachers have been kept up to date with developments associated with ALN implementation through head teacher meetings and targeted communications.</p>
Work with PSB partners, through the Children & Young People Strategic Partnership, to deliver the steps in the PSB well-being plan related to focusing on children and young people's well-being and supporting their mental health and emotional wellbeing.	Chief Officer Children & Young People	Timescales as in developing PSB delivery plan	<p>The Monmouthshire Public Service Board has prioritised the step in its well-being plan. The Children and Young People's Strategic Partnership is being developed to bring key partners together to lead on the delivery plan.</p> <p>Work on the well-being plan step on Adverse Childhood Experiences (ACEs) has good support regionally and should continue to be progressed through the new Gwent PSB. The response to this involves an understanding of the impact of ACEs within our communities, and coordination with a range of partners, to develop a long-term approach to prevention, taking account of the complexity of issues involved. ABUHB have also developed the Melo Cymru resource to provide a range of resources to support mental health and well-being.</p>
Support learners' wellbeing through excellent teaching and learning and through wider school based activity	Head of Achievement and Attainment Head of Inclusion	Ongoing	<p>It is vital that all Monmouthshire settings understand that the principal means of supporting wellbeing in school is through excellent and engaging teaching and learning for all learners. There will be times and areas where this has to be supported and developed by other interventions.</p> <p>As work continues in embedding the Whole School Approaches to Emotional Wellbeing this will be a routine focus for all schools.</p>
Continue to support schools through the ongoing and evolving demands of the pandemic	EAS & MCC	Ongoing	September 2022 will see the return to school without COVID management requirements. This should enable schools to focus on the delivery of the new curriculum and excellent teaching and learning.

			Estyn has returned to a full inspection cycle and three Monmouthshire schools were inspected in the summer term of the academic year 2021/22. One of those schools was placed into a statutory category of requiring special measures. This school will now be subject to an extensive monitoring process to ensure that its recovery is robust and sustainable.
Work with Education Welfare Services to ensure that pupils attend school regularly and are able to access excellent teaching and learning.	Head of Achievement and Attainment	Ongoing	Attendance is still a legacy of the pandemic and an issue in schools. Education Welfare Officers are working with vulnerable pupils to bring them back into the educational setting, where possible. There are varying reasons for pupil absence, so a different approach is being adopted for different cohorts, and the Education team are working with multiple agencies to ensure these children and young people return to school. The teams are focused on the appropriate interventions for learners but there has also been work undertaken to provide additional depth and breadth to our understanding of the full range of reason for absence such as those reasons that are emotionally based.

Risks to policy priorities

Ref & Status	10	Risk	Potential Risk that: Delays to the adoption of a replacement Local Development Plan inhibits our ability to take forward key policy objectives such as job creation and affordable housing development			
Risk Owner and cabinet Member responsible	Mark Hand and Cllr Paul Griffiths	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	Thriving and well-connected county	
Reason why Identified						
<p>The current Local Development Plan ran until 31st December 2021; it will remain the principal development plan for decision-making purposes until the adoption of the RLDP. This does not change the urgent need for the council to make timely progress on its RLDP and to adopt it as soon as realistically possible to address key issues and challenges, including rebalancing our demography and responding to the climate emergency, and to meet the future needs of the county.</p> <p>Factors contributing to the delays include:</p> <ul style="list-style-type: none"> • The impact of the Covid-19 pandemic has caused a delay in the progress of the Replacement Local Development Plan (RLDP), both internally and where external factors impact upon it. • Updated evidence, for example the Welsh Government published the corrected 2018-based population and household projections in August 2020. This new data resulted in the need to revisit the Growth and Spatial Options and Preferred Strategy stages of the RLDP process in 2021. • Welsh Government has challenged the level of development in the Preferred Strategy on the basis that it is not consistent with Future Wales: the National Plan 2040, which identifies that new housing development, essential services and facilities, advanced manufacturing, transport and digital infrastructure should be in Newport, Cardiff and the Valleys. • High levels of phosphates in the rivers Wye and Usk have resulted in Natural Resources Wales placing restrictions on development that can take place within the catchment area. • Local elections and the need to ensure the RLDP direction of travel aligns with the new Administration's priorities. <p>There are a range of issues and challenges the RLDP will need to address:</p> <ul style="list-style-type: none"> • The delivery of affordable housing continues to be a concern. While all strategic sites are being progressed, targets for new dwelling completions and affordable dwelling completions are not being achieved. There are a significant number of households on the Councils waiting list, and there are limited affordable homes that could be developed within the current LDP. • There is a recognised lack of suitable employment land in the northern part of the County (Abergavenny and Monmouth in particular). Delays to the RLDP mean that new allocations to attract investors or retain growing businesses will not be available. There may be some scope for employment sites to come forward adjacent to settlement boundaries outside of the current LDP allocations. • The RLDP will identify areas with potential for renewable energy. A delay to the RLDP will have limited impact in this regard because renewable energy schemes such as solar farms can come forward for consideration via the existing LDP and under national planning policy. 						

- There is a need to consider the Council’s future vision and the extent to which the current LDP and RLDP aligns with that, and the impact on wider infrastructure planning, such as transport, which could affect future economic, social, environmental and cultural well-being.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Likely	Major	High
Mitigating Actions							
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress			
Prepare a replacement Local Development Plan to address the county’s issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.		Head of Placemaking, Regeneration, Highways and Flooding Head of Planning	Ongoing	<p>The revised Preferred Strategy was subject to statutory public consultation and engagement for 8 weeks during July – August 2021. The Second Call for Candidate Sites commenced alongside the Preferred Strategy consultation. Approximately 450 responses have been received to the Preferred Strategy consultation. Approximately 150 candidate sites proposed for development have also been submitted, together with 8 candidate sites for protection.</p> <p>Following the consultation/engagement on the Preferred Strategy, a number of challenges have arisen which have impacted on the progression of the RLDP and require further consideration, including the Welsh Government objection to the Preferred Strategy level of growth and phosphate water quality issues in the Rivers Wye and Usk.</p> <p>Consideration is being given to how to progress the RLDP having regard to the above challenges, whilst also ensuring that the RLDP delivers on the Council’s objectives and addresses the core issues of delivering much needed affordable housing at pace and scale, responding to the climate and nature emergency by delivering zero carbon ready new homes for our communities, and ensuring our communities are socially and economically sustainable by attracting and retaining younger people to rebalance our ageing demographic. A report was taken to Council in September 2022 and the decision was made to endorse the progression of the RLDP. The amended preferred strategy was taken to Place Scrutiny Committee in November ahead of its proposal to Council in December 2022.</p>			
Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye		Head of Placemaking, Regeneration, Highways and Flooding	Ongoing	<p>Natural Resources Wales (NRW) recent announcement of water quality (phosphate) issues in Riverine Special Areas of Conservation, including the River Wye and River Usk, has significant implications for the progression and implementation of the RLDP. The Preferred Strategy that we consulted on in July-August 2021 directed future growth to key sustainable settlements (including Abergavenny and Monmouth) within these affected catchment areas over the plan period (2018-2033). The council is proactively liaising/working with various organisations, including NRW, Welsh Water and Welsh Government, and local authorities and the development industry, to seek solutions/a way forward with this issue.</p> <p>Following discussions with Welsh Water and NRW, it has become apparent that whilst a workable solution to this water quality issue is achievable for the Llanfoist WWTW (River Usk catchment), there is no strategic solution for phosphate mitigation at the Monmouth WWTW (River Wye catchment) during the Plan period. The restrictions on future growth have implications for new housing and employment allocations in this area during the Plan period and subsequent implications for the RLDP spatial strategy.</p> <p>In March 2022, a Motion for the Rivers and Ocean was declared, followed by a draft action plan in September which outlined the steps the Council will take to protect our rivers and ocean. The plan outlines exactly how the Council will work with partners and organisations to tackle the issues currently preventing development in both the river Wye and Usk catchments and how it will work proactively to seek solutions to river pollution. The actions outlined in the plan were agreed by Council; a more robust plan is expected in March 2023 followed by 6-monthly updates on progress.</p>			

Ref & Status	11	Risk	Potential Risk that: a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 due to the scale and complexity of the challenge
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b) The Council is unable to deliver services as a result of climate shocks such as floods or extreme heatwaves, that can also cause damage to infrastructure and homes and the closure of facilities

Risk Owner and cabinet Member responsible	Strategic Leadership Team & Cllr Catrin Maby	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	Maximise the potential of the natural and built environment
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Reason why Identified

Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures and more extreme weather events bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet’s eco-systems, with significant local impacts such as flooding and loss of species. If we are to stand a chance of slowing the rise in the Earth’s temperature, we need to act now. In 2019, councillors were unanimous in declaring a climate emergency. The council will strive to reduce its own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties.

When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient the county is to the likely impacts of climate change. Extreme weather, such as flooding and the record high temperatures in Summer 2022, can impact significantly on infrastructure, homes and businesses, along with disruption to community life and public services, particularly critical public services people rely on such as care services.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Almost certain	Major	High	2022/23	Likely	Major	High
2023/24	Almost certain	Major	High	2023/24	Likely	Major	High
2024/25	Almost certain	Major	High	2024/25	Likely	Major	High

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Deliver the Monmouthshire County Council Climate Emergency Strategy	Head of Decarbonisation, Transport and Support Services	Timescales as per strategy	<p>The climate emergency action plan was updated in 2021, informed by extensive community engagement and the latest evidence, including the impact of the coronavirus pandemic, ensuring actions remain up to date. We have made good progress on some of the actions in the plan.</p> <p>We have developed baseline carbon emissions data for 2019/20 and 20/21, but there is not yet enough detailed understanding about the extent to which some of the actions in the plan reduce emissions to understand the precise impact some of the work we are undertaking is having. This makes it difficult to ensure activity and resources are focused in the right areas. We are sourcing additional expertise and capacity to help develop trajectories and pathways to the 2030 net zero carbon target. This will enable us to establish where we should best be focusing our resources to generate the maximum carbon savings. A carbon footprint data baseline assessment will be completed along with a report to Council by December 2022.</p> <p>There is also a growing recognition nationally and internationally of the need to build climate change into a green recovery. Work has started on establishing a new strategic Environment Partnership Board, comprising of multi-agency partners who have a role to play in addressing issues in relation to biodiversity, climate change and other environmental matters.</p> <p>Work to reduce carbon emissions at a regional level continues through the work of the newly established Gwent Public Service Board (PSB) who have identified climate and environment as one of their three key priorities. This work will be strengthened through the development of a Gwent PSB Wellbeing Plan by May 2023. In addition, there is also collaboration across the Cardiff Capital Region to reduce carbon emissions, including the development of Local Area Energy Plans.</p> <p>A new Community and Corporate Plan is being developed which will set updated well-being objectives for the Council. We will refresh the Climate Emergency Action Plan to support the new policy aims and objectives set out in the revised Community and Corporate Plan and informed by data from the baseline assessment. A mechanism to evaluate delivery of these outcomes will be established, including performance metrics where relevant.</p>
Prepare and adapt for the impact of climate change.	Strategic Leadership Team	Ongoing	In recent years, council services have considered what the potential risks to their services are, in order to start thinking about how to adapt to these risks. In 2021, some services updated these Climate Change Risk Assessments to allow service areas to better understand their necessary adaptation requirements.

			<p>The Replacement Local Development Plan has a key role to play in making sure our communities are sustainable and resilient to the impacts of climate change. Changes to national planning policy on flooding are still awaited, but officers intend to take a precautionary approach, avoiding all built development on greenfield sites at known flood risk. Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire will be producing an updated Local Flood Management Plan during 2022/23.</p> <p>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). We will continue to work with partners on the LRF to make sure that we are prepared for severe weather events.</p> <p>The Climate Emergency Action Plan has recently undergone a review to ensure it accurately reflects the county's priorities. As part of this review, and subsequent update, a section has been included on climate adaptation, which includes preparing and adapting for the impact of climate change. Some of the actions within this include developing the management of green infrastructure to improve climate resilience; increasing urban tree canopy, including new street trees and in car parks to provide a cooling effect; and continuing to promote and support council services with business continuity and emergency response strategies.</p>
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Ref & Status	12	Risk	Potential Risk that: The rising cost of living could tip some families into crisis requiring public service interventions which diverts resources from other policy priorities				
Risk Owner and cabinet Member responsible	Frances O'Brien & Cllr Catherine Fookes	Scrutiny Committee	People Scrutiny Committee	Strategic objective	All		
Reason why Identified							
<p>Monmouthshire is a beautiful county, blessed with strong communities and a competitive local economy. However, the county's relative affluence compared to much of Wales, when viewed through the lens of aggregated data, masks the day-to-day reality and lived experience of those citizens who are experiencing poverty, financial hardship and who do so in the context of the considerable financial inequality that exists within the county. In many ways, living in an area of relative affluence and wealth whilst struggling to make ends meet can make that experience even harder and more isolating. This is Monmouthshire's particular challenge and one that we are determined to understand and address.</p> <p>For families on lower incomes the rising cost of living, including - rising energy prices, exacerbated by a further increase of the price cap in October, increasing cost of fuel, rising food prices and increasing inflation - risks adding additional financial pressures to households. This also follows financial challenges experienced through the pandemic. This could cause significant pressures and could result in an increasing number of families requiring additional public service support from services such as housing support, Mental health, health, debt advice and customer contact and support services. Many of these services have already seen increasing demands and complexity support required through the pandemic. The cost-of living will also impact Council staff, including costs for working, which could impact staff well-being and capacity to deliver services.</p>							
Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Possible	Major	Medium
Mitigating Actions							
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress				
Undertake data modelling to identify communities at greatest risk and use this to target pro-active responses such as commissioning of services	Head of Enterprise & Community Animation and Head of Policy Performance and Scrutiny	As per action plan	We have undertaken extensive data analysis and qualitative research furthering understanding of inequality at a local level and how the affects people's lives. Close working with partners is being undertaken to track data in real time to help understand the emerging situation and act accordingly (e.g. the number of food bank parcels issued, referrals for housing support, nature or queries to Citizens Advice, use of Register Social Landlords hardship funds).				
To implement the discretionary Cost of Living Support Scheme	Head of Enterprise & Community Animation	Ongoing	In July 2022, Cabinet agreed a Monmouthshire discretionary Cost of Living Support Scheme to distribute £498,551 of funding to support those most impacted by the Cost-of-Living crisis. The scheme has been designed following engagement with national and local partners, and stakeholders and comprises of direct payments and targeted resilience support in the county. This is in addition to the mandatory Welsh				

			<p>Government scheme, which provided funding to local authorities to provide a one-off £150 cost of-living payment to all households in properties in Council Tax bands A to D, and to households in all Council Tax bands who receive support through our Council Tax Reduction Scheme.</p> <p>The Council is also delivering a range of activities to support residents including the Money Matters campaign which signposts to sources of support and further delivery of the campaign to staff in schools and other projects related to the costs of the school day. The Council have recently teamed up with Mind Monmouthshire and Citizens Advice Monmouthshire to set up cost of living support drop-in sessions at schools and leisure centres across the county. These sessions are available to all, including residents and colleagues, and will offer advice on ensuring people are getting all the money and benefits they are entitled to, making money go further and guidance on managing energy bills. There will also be help and advice on getting back into work or more secure employment as well as emotional and wellbeing support.</p>
Work in partnership with community fridges to identify individuals and families in need of further support.	Head of Enterprise & Community Animation	Ongoing	<p>Community Fridges are citizen-led projects that seek to prevent food waste and to stop fresh food going to landfill. The food is accessible to the whole community with no means-testing. Whilst their ethos is primarily environmental, their presence in a community does have the ability to reduce the amount of money spent on essential outgoings for poorer families.</p> <p>Community Fridges are currently operating in Monmouth, Abergavenny, Caldicot, Goytre and Chepstow. We have secured funding for consultancy support to help the community fridge volunteers and to look at sustainable funding options, common policies, practices and developing new fridges.</p> <p>There is a risk that community fridges 'prop up' residents who otherwise would have reached the foodbanks, which require a referral process and can trigger more extensive support. We are working alongside the community fridges to sensitively support frequent users to connect with appropriate support, particularly through the Housing Gateway.</p>
Work with the Gwent PSB to use the Marmot Principles as the framework for action to reduce inequalities across Gwent	Chief Executive	May 2023	Gwent Public Services Board (PSB) has formally agreed to become a 'Marmot Region', and to work in partnership with the Institute of Health Equity (IHE) to use the social determinants of health approach as the basis for the response to well-being and health inequalities in Gwent. The Gwent PSB have adopted the eight Marmot Principles as the framework for action to reduce inequalities across Gwent as part of the development of the Gwent PSB Well-being Plan by May 2023.

Ref & Status	13	Risk	Potential Risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market			
Risk Owner and cabinet Member responsible	Frances O'Brien, Matthew Gatehouse and Catherine Fookes	Scrutiny Committee	People Scrutiny Committee	Strategic objective	All	
Reason why Identified						
<p>The Council is currently experiencing significant challenges and risks in relation to homelessness. Initially due to the pandemic, Welsh Government required Councils to avoid people sleeping rough, then made the subsequent decision to transition homeless services with the aim of homeless becoming rare, brief and unrepeatable, together with an improvement in the quality of homeless accommodation. Welsh Government homeless policy changes through the Phase 2 Planning Guidance for Homelessness and Housing Support, whilst positive, has created challenges. Although homeless presentations have remained broadly consistent, the impact of Welsh Government policy has seen a significant increase in demand for homeless accommodation. This in turn has impacted significantly on the Housing Options Team operationally in respect the need to identify alternative accommodation, which largely has relied on B & B, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges.</p> <p>There are problems regarding the availability of temporary, supported and permanent accommodation, the type and quality of accommodation and the range of housing support available necessary to meet current and emerging homeless need. Further challenges are also being experienced in respect of acquiring existing accommodation and repurposing properties due to the buoyant market in Monmouthshire and constraints relating to funding eligibility and Planning. There are also delays in the construction of new homes due to labour and supply chain problems, and phosphates issues in the north of the county.</p> <p>From 1 December 2022, the Renting Homes Act will make significant change the way all landlords in Wales rent their properties. There is a risk this could impact on the private rented sector in the County and reduce the availability of rental properties, further decreasing housing availability and increasing accommodation challenges in the County. The Council is anecdotally seeing evidence of landlords leaving the market.</p>						

Monmouthshire has welcomed more refugees from Ukraine, in absolute terms, than any area in Wales apart from Cardiff. The number of hosts who have opened their homes is incredible, but all refugees may need alternative accommodation when hosting arrangements come to an end after six months. There is insufficient accommodation to house all those in the county. A shortage of move-on accommodation combined with uncertainty over long-term funding will challenge our ability to provide the necessary support and welcome to refugees fleeing the war in Ukraine.

The widening of asylum dispersal from 2022 will put further pressure on the housing market as the council plays its part in assisting the Home Office to move asylum seekers from hotels and other unsuitable accommodation in line with aspirations for Monmouthshire to become a county of sanctuary.

Risk Level (Pre-mitigation)				Risk Level (Post-mitigation)			
Year	Likelihood	Impact	Risk Level	Year	Likelihood	Impact	Risk Level
2022/23	Likely	Major	High	2022/23	Likely	Major	High
2023/24	Likely	Major	High	2023/24	Likely	Major	High
2024/25	Likely	Major	High	2024/25	Likely	Major	High

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Implement systems to meet the requirements of the new Phase 2 Homeless Transition Plan	Head of Enterprise & Community Animation	As per Homeless Transition Plan	<p>Welsh Government has released the Phase 2 Planning Guidance for Homelessness and Housing Related Support, which sets out their future homeless policy intentions. The core of the policy is rapid rehousing and to provide long-term accommodation with support if needed. The necessity to provide temporary accommodation continues to increase, and many applicants need specialist accommodation and housing support, which largely is not available in Monmouthshire.</p> <p>The Council's Phase 2 Homeless Transition Plan, seeks to address the identified issues listed above, and help to transform homeless services in Monmouthshire. We have worked with housing association partners to make additional social housing available for homeless households, and the proportion has increased from 38% in 2020/21 to 47% in 2021/22. Whilst positive, there is concern how much scope there is to allocate further social housing to homeless applicants without being overly detrimental to other housing need groups. We have remodelled housing support to include high-need accommodation for young people, dedicated substance misuse support, temporary accommodation support and re-settlement support. We have also expanded private sector accommodation under the Monmouthshire Lettings Service.</p> <p>There remain challenges that need to be addressed including the lack of temporary, supported and permanent accommodation, and the need to introduce either new support schemes or expand existing schemes for homeless applicants, particularly in respect of young people and those with mental health and substance misuse needs. Support is needed for those households in temporary accommodation, which there are currently 191.</p> <p>A Rapid Re-Housing Transition plan was due to be completed by September however has now been pushed back to January 2023. This plan will include active buy-in from wider agencies involving homelessness, for example, the role of Health and Social Care is extremely important in homeless prevention and helping people (such as young people and those with mental health issues) maintain their existing accommodation.</p>
Deliver the Housing Support Programme Strategy 2022-26 and action Plan	Head of Enterprise & Community Animation	As per Homeless Transition Plan	In July 2022 Cabinet approved the Housing Support Programme Strategy 2022-26. The document provides a single strategic view of the Council's approach to homelessness prevention, housing support service delivery, statutory homelessness functions (delivered by the Housing Options Team) funded through the revenue settlement and non-statutory preventative services funded through the Housing Support Grant (HSG) programme. The Council has and will continue to engage closely with Welsh Government in respect of the Council's HSG annual funding allocation, which at present is insufficient to meet identified support needs in the County.
Develop suitable accommodation for homeless people, including long-term housing for all those accommodated in temporary housing and specialist provision for those with additional needs	Head of Enterprise & Community Animation	As per Homeless Transition Plan	The Social Housing Grant (SHG) allocation for 2021/22 was £7,522,704, which was a significant increase on previous years. It was a difficult year with several schemes on hold due to the issue of phosphates and completions not being possible by the end of the financial year, despite efforts by Registered Social Landlords (RSLs) and requests for flexibility from the Council to Welsh Government which resulted in an underspend. For 2021/22, 91 affordable homes were delivered. There are 125 affordable housing completions projected for 2022/23, these have been funded via a mixture of SHG, Integrated Capital Funding or delivered as part of Section 106 Agreements. The Council has established a Strategic Housing Forum with local RSL's to identify further solutions to maximise delivery opportunities.

			<p>The Housing & Communities Team re-structure in 2021 increased staff capacity and resilience, essentially to strengthen homeless prevention, accommodation management and sourcing new accommodation. Further staff requirements have subsequently been identified. In addition, Housing association partners have made additional social housing available for homeless households, and housing support has been re-modelled, typically moving away from generic floating support. Housing First has been introduced, along with high needs accommodation for young people, dedicated substance mis-use support, temporary accommodation support and re-settlement support. Private sector accommodation under Monmouthshire Lettings has also expanded.</p> <p>Continuing challenges include the on-going lack of temporary, supported and permanent accommodation, and a need to introduce either new support schemes or expand existing schemes for homeless applicants, particularly in respect of young people and those with mental health and substance misuse needs. There is a need to improve the support available to those with on-going needs in temporary accommodation; placement issues and failure are commonplace. At December 2021, 75% were assessed as having medium, high and intensive support needs.</p> <p>Further activity includes implementing the Renting Homes (Wales) Act 2014 in respect of temporary accommodation, seeking to re-focus to pro-active homeless prevention (and identifying new opportunities for earlier intervention) rather than re-active re-housing to reduce numbers coming through for temporary accommodation and seeking to improve the quality of temporary accommodation, particularly increasing the availability of self-contained accommodation.</p>
Prepare an RLDP to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.	Head of Placemaking, Regeneration, Highways and Flooding Head of Planning	Ongoing	Detailed update provided as in risk 10.
Work with Welsh Government, local sponsors and landlords to identify a range of accommodation to accommodate Ukrainian refugees.	Head of Policy, Performance and Scrutiny	March 2023	Sourcing accommodation to house those fleeing the war in Ukraine is a priority to both facilitate move on accommodation from Welcome Centres and for host sponsoring placements either coming to a natural end or breaking down. In addition to making public appeals for hosts and accommodation, the Council is using Homes for Ukraine expressions of interest provided by Welsh Government to identify new host sponsors and Monmouthshire Lettings to engage with private landlords and identify self-contained accommodation as well as working with refugees to help them find their own accommodation with the help of financial contributions to rent and paying their bonds where they lack the financial means to do this.
Work with national providers and the Home Office to identify suitable accommodation for those fleeing persecution and ensure that appropriate support services, including trauma informed support, are available.	Head of Policy, Performance and Scrutiny	December 2023	<p>This is a new action. Initial meeting is pending with the Home Office provider.</p> <p>In November 2022, Cabinet agreed a proposal for Monmouthshire to become a County of Sanctuary for those fleeing persecution. Following acceptance of membership, we will work towards awarded criteria. This includes passing a motion to support this pledge and developing an action plan, showing how we will meet the will meet UK local authority network criteria. This involves providing evidence that we are: Learning about what it means to be seeking sanctuary, both in general and specifically; Taking positive action to embed concepts of welcome, safety and inclusion. To take steps to ensure this progress remains sustainable; Sharing our vision, achievements, what we have learned, and good practice with other local authorities, the local community and beyond. Cabinet will continue to be briefed on progress in these areas of work to ensure the Council is doing everything it can to assist those fleeing war and persecution and ensuring that this is done in line with our commitments to community safety and cohesion.</p>

Appendix 2: Strategic Risk Management Policy – Summary

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

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

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

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

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

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

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

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

An Introduction to Strategic Risk Management

Performance & Overview Scrutiny
Committee

2022

What is Risk Management?

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“Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them or responding to them.”

Purpose of Strategic Risk Management

Within the Council the purpose of risk management includes:

- ▶ preserve and protect the Council's assets, reputation and staff
- ▶ aid good management of risk and support whole authority governance
- ▶ aid delivery of strategic aims, objectives and outcomes
- ▶ improve business performance and better anticipate calculated risks in delivering improvements

What are Strategic Risks?

Strategic Risks are:

Risks which affect the Council as a whole.

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Typically these will be key risks which could significantly jeopardise the Council's ability to achieve its outcomes, objectives, statutory plans and/or provide operational services as planned (which may be to meet statutory duties)

The Strategic Risk Assessment

The Whole Authority Strategic Risk Register captures:

- ▶ nature of the risk, the consequences and impact with appropriate evidence
- ▶ the overall risk levels for the current year and the following two years
- ▶ planned / existing actions in place to mitigate the risks along with an update on progress
- ▶ relevant timescales for actions and the officers responsible (the risk owner)

How are Strategic Risks identified

- The starting point for recording risks is Service Business Plans
- The risk register also uses sources such as regulators' reports, scrutiny findings, performance data and recent risk information
- The risk assessment typically covers high and medium level risks
- Lower level operational and strategic risks are not registered unless they are projected to escalate within the three years covered. These are managed and monitored through teams' service plans

Managing Risks

- ▶ The Strategic risk assessment is just one part of the Councils risk management arrangements
- ▶ These risks are managed through a variety of processes, as seen below:



Responsibility for Managing Strategic risks

- ▶ Officers, Cabinet members and Councillors have defined responsibility for management of risk in the council
- ▶ Governance and Audit Committee has a responsibility to assure that a risk management framework is in place
- ▶ Performance and Overview Scrutiny Committee hold a responsibility to oversee the management of strategic risks.

The role of the Performance & Overview Scrutiny Committee

- ▶ The role of the committee is to scrutinise, on an on-going basis, both the risk assessment and the risk owners to ensure that strategic risks have been appropriately identified and that the risk is being managed proportionately
- ▶ Members of the committee should also use the risk assessment to inform the future work programme of the committee

Updating Strategic risks and further information

- ▶ The Risk Register is a living document and must be regularly reviewed and updated
- ▶ It can be examined by select committee at any point in time at the determination of the chair and committee members
- ▶ The live risk register is available on the Hub alongside the full Strategic Risk Management Policy for members to view at any time

Monmouthshire Select Committee Minutes

Meeting of Performance and Overview Scrutiny Committee held at on Monday, 21st November, 2022 at 10.00 am

Councillors Present

County Councillor Alistair Neill, (Chairman)
County Councillor Tony Kear (Vice Chairman)

County Councillors: Jill Bond, Ian Chandler, ,
Paul Pavia, Peter Strong, Laura Wright,
Sue Riley, Rachael Buckler

Also in attendance County Councillors: R. Garrick,
Cabinet Member for Resources

Officers in Attendance

Hazel Ilett, Scrutiny Manager
Robert McGowan, Policy and Scrutiny Officer
Peter Davies, Deputy Chief Executive and Chief
Officer, Resources
Frances O'Brien, Chief Officer, Communities and
Place
Will McLean, Chief Officer for Children and Young
People
Jane Rodgers, Chief Officer for Social Care,
Safeguarding and Health
Jonathan Davies, Head of Finance
Ian Saunders, Chief Operating Officer, MonLife
Mark Hand, Head of Place-making, Housing,
Highways and Flood
Scott James, Strategic Procurement Manager
Craig O'Connor, Head of Planning
Philip Thomas, Development Services Manager
Steve Robinson, Head of Procurement
Cath Fallon, Head of Economy and Enterprise
Stacey Jones, Senior Accountant
Dave Loder, Finance Manager
Tyrone Stokes, Accountant
Nikki Wellington, Finance Manager

APOLOGIES: Janice Watkins and County Councillor Paul Griffiths, Deputy Leader and Cabinet Member for a Sustainable Economy

1. Declarations of Interest

None.

2. Public Open Forum

No submissions were received.

3. Socially Responsible Procurement Strategy:

Scott James and Steve Robinson presented the report and answered the members' questions with Cabinet Member Rachel Garrick.

Challenge:

On p1, Chepstow is missing from the list of the 6 main settlements?

Apologies, that is a typo: Chepstow should be included.

Regarding the Top 10 spend categories, would showing percentages also not be useful?

The chart is there in a 'holding position', so we will take on board the comments about the percentages.

Could we have further detail about the measures and delivery targets?

There will be a lot of small steps in terms of progress to deliver e.g. carbon, which is a significant challenge in all authorities. We are looking at the practical steps that we can take to support delivery. The delivery plan is mature now in its main contents but the key thing to agree is the additional support we can get from across the authorities – there is still a limited amount of resource. The key activities to pursue are fairly well-defined but those elements are still to be worked through. Fair work is a key area of focus for the new Social Partnership & Public Procurement bill. Work is ongoing; some of our officers are working with Welsh Government on developing the social clauses that will be required to go into contracts. The main point coming through is the importance of following up through contract management to ensure that those clauses are being complied with.

Is there a difference between the proposed legislation in UK and Wales? The UK legislation won't have an impact on Wales?

The UK government legislation will apply to Wales. Welsh Government, in consultation with the Welsh public sector, took the decision that rather than developing its own regulations, it would work with the UK Government. Work on the development of the Welsh legislation concerning the Social Partnership & Public Procurement bill is being done in tandem, so that the two pieces of legislation are complementary.

Does this strategy include or encompass schools and school purchasing?

Schools purchasing isn't excluded from the strategy.

Is the delivery plan different for each local authority or will a common paper be rebranded for each?

3 strategies have been developed in conjunction with each other. The initial draft of the strategy and delivery plan has been informed by Cardiff, and vice-versa – that is the benefit of the collaboration. We are often trying to achieve the same things but are at different levels of maturity i.e. where Cardiff is advanced in an area we can bring that learning to the benefit of Monmouthshire and Torfaen.

What mechanisms are in place for the monitoring and enforcement of contract compliance? The 7 objectives seem to be in separate silos – how are they being integrated, to be put into practice?

One piece of work has been to look at governance process key controls; several pieces of work are ongoing. We have a robust governance approach in Cardiff so are picking elements that Monmouthshire would benefit from and looking at how to bring them in, which will be linked to the delivery of training and development of documentation and processes. Delivery of the strategy will involve the development of new tools and education. We would look to draw elements together e.g. opportunities around carbon reduction, inclusion of social value within tenders, etc. contract management is a key area – we have clear thoughts on how to implement some of that in Monmouthshire.

Back to the relationship between Cardiff, Torfaen and Monmouthshire – would it be more transparent to be branded as a joint purchasing consortium strategy?

We have had that discussion. Under the new Social Partnership and Procurement Bill, it will be a requirement for an authority to have a procurement strategy. They aren't opposed to multiple authorities having a shared one but we opted for 3 separate strategies – the authorities have appreciated having a clear focus for themselves. But we can look at it for future revisions. Something to bear in mind though, is that a shared strategy is reliant on the 3 authorities all wanting one.

In the breakdown of local spending, where has the source data come from? Is it available for viewing?

We have improved the quality of our spend data and its analysis over the last 10 years, and we have started to bring our experience to bear on Monmouthshire's spend data. The local spend data is based on postcode information, with the analysis carried out by the Cardiff resource that looks after Cardiff's data.

Will it be reviewed on a quarterly basis?

We will look to improve the quality, reliability and access to data. We use a tool called Power BI to present a lot of the spend data, and have presented the first iteration to the strategic leadership team in Monmouthshire. We will refine and improve that over the next year.

How does the £98m annual spend compare to previous years?

This is fairly consistent over the last 2-3 years – approximately £100m.

Regarding the high turnover of staff and mix of skills, is there a shortfall? A need to invest in staff? What is the current picture in terms of staff turnover?

Recruitment and retention of procurement officers in Welsh local government is one of the most challenging issues. Typically, people can earn £10-20k more outside local government. In Cardiff, we have proactively run a placement programme with University of South Wales to bring 2 students through on their gap year to come and work with us. This means we've been able to recruit, on the basis of 'growing our own.' If we go out to the open market we will not be able to recruit people to the required standard. It is certainly a challenge. We are out for 4 new category managers currently.

With regard to the mix of skills, it is incumbent on all of us in the collaboration over the coming years to work on people's skill basis. For example, we all need training on carbon capture and conversations with industries about carbon reduction plans. We are more than mindful of the need for additional training. Our budget holders need to understand the market in which they are procuring.

One of the key objectives of the contract with Atebion was the benefit of that knowledge and capacity in the short-term, and over the long-term, 'growing our own' and developing our own capacity and capability. Will the delivery plan touch on that development, or be in a separate paper?

We are actively out to recruitment at the moment, working with the local university to provide a pipeline of talent into the team. In terms of the wider authority, Monmouthshire has a devolved procurement resource. We have had a number of discussions about the best way that we can support it. There is a training session this week to support the development of Monmouthshire officers who are regularly involved in procurement activity, and we are looking for their feedback

about whether we are hitting the right information that they need. We also have an initiative called Buying Responsibly that we would like to develop across the 3 authorities.

Has there been any coproduction or feedback in terms of the SMEs (small to medium-sized enterprises) and third sector from our authority in the shaping of the strategy?

We've not involved organisations directly in the strategy's development. For local businesses we have focussed on improving accessibility and visibility of opportunities, trying to make the process easier, and them working with other organisations such as Business Wales. As part of the delivery plan we've set out specific actions aimed at finding out from SMEs where they need support. For example, with Cwmpas we are going to do a survey across small businesses and third sector (in Cardiff, initially) to understand what the key barriers are for doing business with Cardiff. We would then like to do that work with Monmouthshire and Torfaen.

In the breakdown of local spend, 57% is within Monmouthshire/Gwent region – where is the other 43%?

We have the information as to where spend is not being retained in Wales. One piece of work in the delivery plan is to look at where spend is going outside Wales, whether there are authorities that are retaining more of that spend, and why. Where we recognise that spend consistently goes out of Wales we are keen to see what opportunities there might be working with our economic development colleagues and the CCR to see where there are opportunities to develop some of that capacity in Wales as well.

Regarding the Foundation economy, what is our thinking in terms of growing that commissioning market locally, or looking at balancing more provision in-house, long-term?

We have had discussions already in Monmouthshire about food, for example, recognising it as a priority area. Concerning in-house provision, there is currently a big focus on in-sourcing. How we develop our workforces to meet the need going forward is a key challenge, and something that we have been focussed on in recent years.

Some things in the report could be clarified: 'long-term impact' – meaning a negative impact; avoiding unnecessary jargon for the sake of accessibility for residents; mentioning 'climate and nature crises', though only the climate crisis has been formalised by the council.

We will pick up these points.

Of the £98m, £70m is on human resources – can you unpack that?

HR is a broad category that includes spending on agency staff, different contracts for a range of professional services, etc. The category structure is called 'ProClass', used by Atamis, the Welsh Government sponsored national spend analysis system – the data goes from Monmouthshire into Atamis, and back to us. We need to consider whether HR is being described in the most useful way.

Concerning the collaborative work since 2021 with Cardiff and Torfaen: has enough time passed yet to be able to point to successes? Is there something that can be communicated to residents?

Things haven't progressed as quickly as we would have liked. We have needed to build in improvements from the bottom up to get basic operating models progressed. We have focussed on progressing the development of the strategy, improving the visibility and reporting of spend data, training, etc. We had hoped to link some of that in with technology developments, particularly regarding the underpinning processes, but some of that work has been delayed. Much has been progressing and will come to fruition in the next 6 months. Supporting delivery

around the contract pipeline has also been important; the ongoing recruitment process should put us in a strong position going into next year. The learning that we have done is to the benefit of all 3 authorities. Carbon is an area where we are all struggling but in terms of our thinking, focus and acquired knowledge we are in as strong a position as anywhere across the public sector in south Wales. The challenge is turning our intention and planning for where we want to go into reality.

Chair's Summary:

Officers should bear in mind that the residents of Monmouthshire want to know why we've done things and what the benefits are – they might want to ask what role Procurement has in that Procurement Performance will come to the committee on 17th January – officers will be able to further clarify the team's thoughts and successes then.

The committee agreed to move the report.

4. Planning Annual Performance Report:

Phil Thomas delivered the presentation and answered the members' questions with Craig O'Connor and Mark Hand.

Challenge:

Repetitive reference to the 5 actions could be consolidated and made more concise and easier to read e.g. on one page. Perhaps targets could be made more realistic and achievable with regard to available resources. There might be more creative ways to achieve these actions given the resources e.g. in Action 1, rather than being concerned about the resource to implement the preservation order work data, the action could be to update now and retrospectively fill in when possible.

We note these points and agree in particular to make the report more concise in future.

Regarding 4.9.4, Wonastow Road, as an example of big developments: there is no pavement from that development to the town centre and active travel routes are still not in place – so is that development 'completed'?

Yes, a development is considered complete once housing construction is complete. The legal agreement associated with the development has enhancements and improvements to deliver the service as well, which are done alongside. There is a pedestrian link from Wonastow Road and the Active Travel link is currently under construction.

How is the wider function then reflected in the Performance Report?

The information about Wonastow Road is a summary concerning the LDP monitoring of sites i.e. how many houses have been built on a particular development, rather than the more subtle issues around infrastructure provision. Social infrastructure often comes later than the point at which people begin living there, as the developer will need to sell some houses first in order to fund elements of a scheme. The sustainability element isn't part of Welsh Government's 12 ranked indicators, for the purposes of a performance report.

Is the action point on enforcement robust enough to address its current under-performance? Is there more detail to address the poor performance and perception of it amongst residents?

There are two 'reds' in relation to enforcement, as needing improvement. We are very aware of that. The pandemic, in particular, affected our service delivery last year, especially in that a number of colleagues with children were off for certain periods, which was difficult. We have

already seen an improvement in enforcement performance to 'fair', and are now at full capacity, so hopefully there can be confidence that we are improving and there will be a much stronger showing in next year's report.

The report focusses on Systems Thinking, highlighting the customer as the planning applicant – but should our primary customer not be the community?

This is a very good point. When we talk about customers in Planning, we talk about the applicant, developer, community, town councillors, local residents and neighbours (there are detailed discussions with them), county councillors, etc., so assure members that everyone who engages in Planning is treated equally, and we will continue to work that way.

Where we do see a planning breach but decide not to take further action – how transparent are the criteria, and how rigid, so that there can be no accusations of favouritism?

In these cases, a full report is taken to a panel made up of the Planning Committee Chair and 2 committee members, and a decision is made in collaboration with officers. It is documented and minuted so that there is robustness in the decision-making process.

There are no voices of residents or applicants in the report and the lessons learned don't seem to have been fed in. How do we have confidence that the Planning function is the best it can be?

The Planning Officer Society for Wales does a piece of work involving Data Cymru in which questionnaire surveys to customers as to how the Planning service functions are reviewed. We have been involved in picking that work up again, so we can report back later on how that has gone. We also did customer questionnaires previously on the back of applications – perhaps we could reinstate those, we will take that into consideration.

Do we undertake exit interviews, in order to understand the rationale for staff moving on, and how they feel that the department functions?

Staff turnover isn't just an issue for MCC, but across the Planning service generally. The staff who left last year went for promotions in management and leadership roles. It means there is a shortage of planning officers across the region and everyone is in competition for recruiting to their teams. We aren't aware of negative feedback, relating to exit interviews. Some of the older staff members who thrived on team interactions decided to retire once there was a change to working away from the office during the pandemic.

The portal has improved but is highlighted as an area for further improvement – has the cost of that been considered yet?

Costings haven't been done yet. There is expertise in the team for improving the website, so we will look to use that rather than use external providers.

Reiterating about enforcement, it is so important that it is effective and equitable.

We fully agree. Now that there is a fully resourced team, more action will be taken in a speedier manner as we can better react and monitor, as will be shown in the significant improvements already in evidence, as mentioned earlier i.e. the July/September figures.

With the proposed large housing settlements in the LDP, what engagement is planned with residents and when does it start?

A paper goes to full council on 1st December asking for Council to go out to public consultation on the preferred strategy: this will be an 8-week consultation with local communities, going to village halls in the primary settlement areas, doing virtual events with town and community councils, etc. We will try to engage and capture as many opinions as possible over that period.

Once we get to the Deposit Plan stage we will also go out for full consultation, looking at the planning policy framework and the actual sites that we will go for.

What measures will prospective planning applications have to take to account for water quality and to mitigate the phosphates problem?

Since the introduction of the new water quality regulations, NRW has brought out further guidance in which developers need to evidence nutrient neutrality, that their development will not create a net increase in phosphates. Any development proposal that comes to us will need to heed to this, and we will consult with biodiversity colleagues internally as well as do a Habitats Regulations assessment on the development proposal and potentially consult NRW. In terms of our preferred strategy moving forward, we aren't looking to allocate land for new development in the Wye catchment area because there isn't a strategic phosphate solution at this stage. However, in the Usk catchment, there seems to be a solution coming forward for the Llanfoist Waste Water treatment system, so the Usk catchment could take another development, but nothing is defined as such in the Monmouth area at present. We also sit on the Wye Nutrient Management Board and the Usk Catchment Partnership Board, looking at solutions including land management.

How is a lack of water i.e. water supply, factored in for the larger developments?

We consult with Welsh Water and environmental colleagues on major developments but it hasn't been a significant issue so far. We will keep an eye on it, and statutory consultees will make us aware if something does arise.

Regarding 2.13, 2.14 and 2.16: The number of young adults is decreasing, there is a higher level of 85+yr olds and rising, 40% of economically active residents out-commute, etc. How are you ensuring that we connect these points and the underlying data with services so that we can take advantage of opportunities and address the built-in challenges?

These points are all highly strategic and is where the RLDP comes in: this document will be key to ensuring that we address those issues. The paper going to council on 1st December will be vital for that; the strategy that the council is putting forward seeks to address those issues dramatically by balancing our demographic, ensuring that we have the right development in the right places, with well-connected and affordable housing-led schemes. Members need to focus on that document, ensuring that it is fit for addressing those strategic issues.

In 2.6, there is a comment about responding to ageing population with affordable housing, but is AH not directed more at the younger population?

There are policies in the development plan to secure affordable housing schemes, and a proportion of AH on the larger strategic sites. We work closely with colleagues in Housing who are fully aware of the housing need that we have. When we negotiate for schemes, it is on the basis of input from the Housing team, so the mix of AH we put together reflects that housing need, so that we can cater for younger and more mature households. There are sites where we have allowed bungalows in order to accommodate the older population or those with disabilities; ground-floor flats are appropriate for the older community too. We are trying to create balanced communities, rather than AH schemes that only cater for younger residents.

Does the report require an Integrated Impact Assessment?

There wasn't one for this report as officers were reporting on performance, rather than a policy change. One will therefore be done for the RLDP. Nevertheless, **officers will doublecheck if there is a requirement to provide an IIA for each report.**

Is it possible to have Enforcement training so that Councillors understand what is and isn't an enforcement issue?

We are happy to provide training to all members.

In terms of customer feedback: of the 21 complaints, none were deemed to be justified – what is the process for dismissing those?

Stage 1 is an internal investigation, which is quick. Many complaints are from individuals who aren't happy with the decisions we've made, but the majority accepts our explanations why. Stage 2 is the next level, looked at by an independent officer in the council with whom we don't work closely – for an impartial and independent investigation. Note, this is the whole Authority complaints process, not something bespoke to Planning.

Chair's Summary:

The accessibility of documents for residents is very important. Duplication and excessive lengths could be made more succinct and key points drawn out more clearly in the future, which officers have agreed to. But there is also excellent and useful information, so thank you to officers, especially given the difficulties over the last few years. Members wished to thank officers for their support and the effectiveness of the officer-member relationship.

Perhaps there could be an automated form after an application is completed, in order to acquire customer feedback and allow for objectivity. It might be worth having a neighbouring authority's service reviewing how our complaints are handled, to inject a level of external objectivity.

The committee agreed to move the report.

5. Month 6 Budget Monitoring Report

Cabinet Member Rachel Garrick and Jonathan Davies presented the report and answered the members' questions with Tyrone Stokes and Will Mclean.

Challenge:

As we end this financial year what element of the planned reserves is usable? Is it £16.6m? Are reserves the principal tool being applied to deal with the currently forecast cost overspend? Is that really 'robust'?

The replenishment of reserves over the last two financial years was due principally to the funding provided by Welsh Government: they identified budget risks that authorities would face coming into this year, notably around social care income losses, and remaining pandemic effects. We always had an expectation that reserves would be used to cover expenditures this year. We didn't build that into our budget setting because how those risks would manifest was very uncertain in timing and the amount. To clarify the reserves section in the report, and the level at the end of this year: if we utilised reserves as outlined in the budget recovery plan it would leave revenue reserves at £21.6m. We tried to show in the chart the further projection and risk if no corrective action were taken – it is a reasonable assumption to make that we would need further support if we didn't take steps to address that position.

Just under £2.2m of savings will come from a reduction or redesign of services – are they mainly unfilled vacancies? Is more significant redesign not therefore required?

While there is a degree of continuing with vacancies in the workforce it isn't a significant part of the recovery plan: the majority would be where services have identified alternative or flexible ways to generate income, whether through grants or agreements with joint partners. We have

started conversations with services about the medium-term picture of their service models, given the onward budget deficit, but they need to be developed quickly.

What are the current projected plans for council tax increases next year?

Cabinet has not considered council tax levels for next year. We are going through the budget process currently, with lots of uncertainties about funding and cost pressures for next year; notably, the Autumn statement will have implications for funding next year, and the Welsh Government budget that is due to be published in December will provide further clarity. So, while we can make planning assumptions about council tax levels, those things need to come together for us to garner what the rate might be next year.

We are in a position where a number of risks have been realised; unfortunately, last year we chose a 2.9% increase, when the administration started the budget planning process, knowing that inflation was around 5.1% and that it climbed to 7% by the time they set that budget. We need to appreciate the scale: the problem won't be fixed by a rise in council tax e.g. a 1% increase in council tax will only generate £700k. What we therefore need to discuss is funding, and the harder decisions that we will need to make. But that is more for the budget discussion, rather than Month 6.

But council tax is the main thing that residents look to the council for a clear understanding of?

Councillors need to take on the responsibility to discuss truthfully for residents what council tax can and can't accomplish.

To clarify, the previous administration fixed the council tax increase in March when inflation was at 7%

Yes, that is the Consumer Price Index figure for March.

At the last People committee, the head of Children's Services indicated that the service would continue to operate as it has been. Bearing in mind the huge overspend, should this be reconsidered and factored into your future plans?

We have been in discussions with the Chief Officer for Social Care, looking at the forward structure given our budgetary constraints over the medium term. Some of those things will take a lot longer to turn around than others. There are immediate steps that we can take to gain efficiencies or cost moderations but the demands are complex and increasing in this area, so to make those changes in that landscape is very challenging. We have opened conversations about increasing our preventative measures or working with regional partners to explore other opportunities to reduce costs.

The biggest cost drivers in terms of the outturn is high cost and complex placements for children, and the use of agency staff to cover vacancies. The recovery plan has been consulted widely in Children's Services, driven by the Chief Officer. Some of the immediate things we can look at are negotiations with ABHB around continuing healthcare, and funding and service delivery for those high-cost placements – whether we can take some out-of-county placements or boost some of the provision to try to bring forward some of the work that has already been planned, and accelerate it in-year. We need to be mindful that there are 4 months left in the financial year.

Can we better understand the capacity challenge in chasing grant funding?

Internally, we provide finance support where we can too allow services, where possible, to maximise funding streams. Capacity restraints vary significantly across the authority. We are in

active discussion with Welsh Government about our specific grant funding and the potential to move some into core funding, so we can mitigate wider cost issues.

What is the contract negotiation with providers looking like?

The commissioning team engages with providers before the financial year. During the budget setting for this financial year we put a cost estimate of £1.9m; this year we have done well to retain that figure but we now have a number of providers approaching the authority for early indications as to next year, especially with the increase in the real living wage which is going up by £1 next year. There is also the drain on energy costs, and care home providers have an increase in insurance premiums of 200-300%. This year, we feel confident that we can maintain the £1.9m but next year looks to be more challenging and we are pushing back on providers where they need to look at any possible costs themselves that can be lowered.

Why is the Disability facilities grant underspend so significant?

This relates particularly to the Capital budget. The pressure there is offset significantly by the potential release in budget for DFGs. This can be explained by the Covid period – the Capital Budget for DFGs was slipped forward during Covid. The service has taken analysis of the current demand and identified that the amount of budget that has accumulated over the past 2-3 years is more than is required given the current demand.

What is our message for schools regarding their investment strategies? How will deficits be funded?

There have been discussions with headteachers in recent weeks regarding the budget position, they are fully aware of it for next year and the medium term. The overall message is that it's wise to emphasise restraint and look at the sustainability of their ongoing staffing structures, especially where there are inherent budget deficits in some schools. To address those, budget recovery plans will be agreed with the Cabinet Member, focussing on cost moderation or looking at sustainable staffing structures, noting that a very high proportion of school costs is staffing. It won't be a quick fix: recovery plans will look to bring the schools into a sustainable position over a number of years.

Where schools have identified investment needs in their recovery plans, what is the potential impact of them not spending that now?

Directly linked to improvement activity, investment in additional staff will be required at some times; very often linked to grant funding. Given how school HR works there are defined periods of time through the year when conversations around staffing decisions can take place. Some schools have made plans to make capital investments in the school body and fabric: we have schools that wanted to provide greater levels of outdoor learning environments – those are the right sort of things to stop and discuss, which we are doing. So the type of investment informs the conversation that takes place. If it's funded by grant or additional monies then it will carry on, where there is capital investment we are saying to pause and think about how to use the funds in the future.

Regarding the running theme of staffing problems, how heavily do we rely on goodwill? Is there data showing a reliance on untaken TOIL (Time Off In Lieu)?

Yes, we have those figures. It's very much up to Heads of Service to look at the local factors playing into their service, and deal with any goodwill that is being used, which isn't sustainable. The policy in place allows managers to manage TOIL, as there is a maximum that can be

accumulated, and come up with a sustainable way forward to reduce them down in line with service requirements. As there is a maximum we would not rely on goodwill.

High-cost placements tend to be staff-intensive, so how are they affected by the current recruitment and retention difficulties?

The picture varies by service so an overall answer is difficult.

Because the figure for Children's Services is so large the breakdown isn't very helpful for scrutiny.

Yes, we will break down these figures further in the future. The biggest driver of the Children's Services overspend is high cost residential placements. Their complex nature drives up the cost. External placements can cost upwards of £1m per child, annually, based on the social care assessed need and where there is a clinical need, in conjunction with ABHB. The supply in the market is low but the demand is very high, which is a national issue. Agency staffing is another cost driver as agency staff cost more than the staff on our payroll.

Table 5, Section 7.2, forecast budget savings for next year: how do we hold confidence in those given the current position and overspend?

For the service budget recovery plans it is up to chief officers to come up with proposals for meeting their targets. Cost moderation is the most difficult to achieve in the current environment but there are opportunities for further funding and working with joint partners. It's useful to note that over £1.5m of proposals were identified as low-risk so there is some confidence that directorates are maintaining pressure on those. The key paragraph is the use of 'at least' £2.18m – there is scope to increase that, which we hope to see. Finance teams will support directorates in identifying further areas to increase income or generate cost going forward.

In the Month 4 report there were 2000 hours of unmet social care need each week in the county. Do we need to do more to be realistic with our residents about that situation and look for more community engagement where that is possible, and do more to support prevention?

These factors are playing into the ongoing conversations with Social Care as to how the service might look. There is community engagement as part of the budget setting process. The unmet need is multi-faceted as to how it has occurred e.g. hospital discharge comes to social care to fill the void, and there is a recruitment and retention crisis in social care, so there is a difficulty to get care packages. We already have strong community links e.g. the Community Connections project that looks at prevention but that can only go so far: the demand is outstripping the service that we have, hence the unmet need hours. However, there might be indirect support in some of those cases.

Chair's Summary:

The Chair thanked officers for their work, and Cabinet Member Rachel Garrick for attending today to address the committee. Councillor Garrick emphasised that she has an open-door policy should any Councillor wish to discuss matters pertaining to the budget further. The Chair congratulated Jonathan Davies on his appointment as Head of Finance.

Peter Davies noted that Finance will look at the timing for Month 9 to make sure that it comes forward on as timely a basis as possible.

Officers agreed to take back the comments about how they report i.e. to give a more detailed breakdown of the Social Care spend in the future.

The committee agreed to move the report.

6. Performance and Overview Scrutiny Committee Forward Work Programme

A Special meeting is to be scheduled to scrutinise the budget proposals. Members will be emailed with suggested dates after the meeting.

7. Cabinet and Council Work Plan

8. To confirm the minutes of previous meetings:

The minutes were confirmed and signed as an accurate record.

9. Next Meeting: 15th December 2022

Councillor Bond will be unavailable.

The meeting ended at **1.08 pm**

Committee / Decision Maker	Meeting date / Decision due	Report Title	Responsible Cabinet Member	Purpose	Author	Date item added to the planner
Council	01-Sep-25	RLDP for Adoption	Paul Griffiths - Sustainable Economy	To adopt the RLDP following receipt of the Inspector's report, making it the County's Development Plan as defined by S38(6) of the Planning and Compulsory Purchase Act 2004	Mark Hand / Rachel Lewis	23-Aug-22
Council	01-Sep-24	RLDP submission for examination	Paul Griffiths - Sustainable Economy	To endorse the submission of the Deposit RLDP to the Welsh Government for examination by an independent Inspector. By agreeing, Council will be saying it wants this document to be the adopted RLDP for Monmouthshire	Mark Hand / Rachel Lewis	23-Aug-22
Cabinet	01-Dec-23	Adoption of Abergavenny Placemaking Plan	Paul Griffiths - Sustainable Economy	To adopt the Abergavenny Placemaking Plan, co-produced with Abergavenny Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	01-Sep-23	Local Flood Strategy	Catrin Maby	To adopt the Local Flood Strategy Plan	Mark Hand / Ross Price	4-Oct-22
Cabinet	01-Jul-23	Adoption of Magor Placemaking Plan	Paul Griffiths - Sustainable Economy	To adopt the Magor with Undy Placemaking Plan, co-produced with Magor with Undy Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	01-Jul-23	Adoption of Monmouth Placemaking Plan	Paul Griffiths - Sustainable Economy	To adopt the Monmouth Placemaking Plan, co-produced with Monmouth Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Council	23-Jun-23	Standards Committee Annual Report		This report is the first annual report from the Standards Committee to Council as required by the change in law set out in the Local Government and Elections Act 2021. It has to report on the discharge of the Committee's	Matt Phillips	10-Oct-22
Cabinet	07-Jun-23	2022/23 Revenue and Capital Monitoring - Month 12			Jon Davies	
Council	01-Jun-23	RLDP Preferred Strategy consultation report	Paul Griffiths - Sustainable Economy	To endorse the RLDP Preferred Strategy including any proposed changes arising from the public consultation.	Mark Hand / Rachel Lewis	3-Oct-22
Council	01-Jun-23	Standards Committee Annual Report				

ICMD	01-May-23	Highways Traffic Regulation Amendment Order 10	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	3-Oct-22
ICMD	01-May-23	Highways Traffic Regulation Amendment Order 9	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	3-Oct-22
ICMD	05-Apr-23	Welsh Church Fund Working Group - meeting 4 held on 9th March 2023			Dave Jarrett	
Cabinet	03-Apr-23	Road Safety Strategy	Catrin Maby	To adopt the Road Safety Strategy	Mark Hand / Paul Keeble	4-Oct-22
Council	09-Mar-23	Corporate Parenting Strategy			Diane Corrister	24-Aug-22
Council	09-Mar-23	Capital Strategy & Treasury Strategy			Jon Davies	17-May-22
Council	09-Mar-23	Youth Council			Jade Atkins	7-Dec-22
Council	09-Mar-23	Final Budget Sign Off including Council Tax Resolution			Jon Davies	
ICMD	08-Mar-23	Highways Traffic Regulation Amendment Order 8	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	
Cabinet	01-Mar-23	2022/23 Revenue and Capital Monitoring - Month 9			Jon Davies	17-May-22
Cabinet	01-Mar-23	2023/4 Final Revenue and Capital Budget Proposals			Jon Davies	17-May-22

Cabinet	01-Mar-23	2023/4 WCF/Trust Treasury Fund Investments			Dave Jarrett	17-May-22
Cabinet	01-Mar-23	Monmouthshire Destination Management Plan			Matthew Lewis	10-Feb-22
Cabinet	01-Feb-23	Pavement Café Policy	Catrin Maby	To adopt the pavement café policy as the basis for making decisions on applications for licences	Mark Hand / Paul Keeble	4-Oct-22
Cabinet	01-Feb-23	Local Transport Plan	Catrin Maby	To adopt the Local Transport Plan	Mark Hand / Paul Keeble	4-Oct-22
Cabinet	01-Feb-23	Adoption of Transforming Chepstow Masterplan	Paul Griffiths - Sustainable Economy	To adopt the Transforming Chepstow Masterplan, co-produced with Chepstow Town Council, to inform future regeneration priorities and grant bids	Mark Hand / Dan Fordham	3-Oct-22
Cabinet	01-Feb-23	Transforming Towns Strategic Grant regeneration priorities	Paul Griffiths - Sustainable Economy	To agree the priority projects for bids for WG Strategic grant funding to 24/25	Mark Hand / Dan Fordham	3-Oct-22
ICMD	25-Jan-23	Community Council and Police Precepts - final			Jon Davies	17-May-22
Council	19-Jan-23	To determine the name for the new 3-19 School in Abergavenny		To determine the name for the new 3-19 School in Abergavenny	Cath Saunders	28-Nov-22
Council	19-Jan-23	Council Tax Reduction Scheme			Ruth Donovan	31-May-22
Cabinet	18-Jan-23	RESERVATION OF GRAVE PLOTS IN LLANFOIST CEMETERY		To seek cabinet approval to cease the provision of reserving grave spaces (not incl cremated remains plots) in Llanfoist Cemetery	Rhian Jackson	7-Nov-22

Cabinet	18-Jan-23	Draft Revenue & Capital Proposals			Jon Davies	
Cabinet	18-Jan-23	Socially Responsible Procurement Strategy			Scott James	22-Aug-22
ICMD	11-Jan-23	Highways Traffic Regulation Amendment Order 7	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	3-Oct-23
ICMD	11-Jan-23	Welsh Church Fund Working Group			Dave Jarrett	17-May-22
Cabinet	04-Jan-23	Proposal to establish a Welsh Medium Seedling school in Monmouth		To seek cabinet approval to commence statutory consultation processes to establish a Welsh Medium seedling provision in Monmouth.	Debbie Graves	23-Sep-22
ICMD	14-Dec-22	Monmouthshire ECO Flex 'Joint Statement of Intent' and Memorandum of Understanding"			Steve Griffiths	16-Nov-22
ICMD	14-Dec-22	Council Tax Base report			Ruth Donovan	31-May-22
ICMD	14-Dec-22	2023/4 Community Council & Police Precepts - draft			Jon Davies	17-May-22
Cabinet	07-Dec-22	Regional Integration Fund		To consider the financial liabilities and implications of the Regional Integration Fund and its tapered funding model.	Jane Rodgers	21-Nov-22
Cabinet	07-Dec-22	National Adoption Services and Foster Wales Joint Committee			Jane Rodgers	9-Nov-22

Cabinet	07-Dec-22	2022/23 Revenue and Capital Monitoring report - Month 6			Jon Davies	17-May-22
Council	01-Dec-22	Corporate Safeguarding Policy.		For Council to endorse the revised Corporate Safeguarding Policy.	Jane Rodgers	10-Nov-22
Council	01-Dec-22	Governance & Audit Committee Annual Report 2021/22			Andrew Wathan	18-Oct-22
Council	01-Dec-22	RLDP Preferred Strategy	Paul Griffiths - Sustainable Economy	To seek Council endorsement of the new Preferred Strategy for eight week consultation over December and January	Mark Hand / Rachel Lewis	25-Jul-22
ICMD	30-Nov-22	TUDOR STREET		To seek a decision regarding the Council's forward use of the property located in Tudor Street ahead of the outcomes of the wider review of My Day My Life Services which is currently being undertaken.	Jane Rodgers	14-Nov-22
ICMD	30-Nov-22	Govilon Section 106 Funding for Recreation & Play	Rachel Garrick - Resources		Mike Moran	8-Nov-22
ICMD	30-Nov-22	Highways Traffic Regulation Amendment Order 5	Catrin Maby - Climate Change and Environment		Mark Hand	3-Oct-22
ICMD	30-Nov-22	Planning Annual Performance Report (APR) Deferred to 30-Nov-22	Paul Griffiths - Sustainable Economy		Mark Hand Phil Thomas	3-Oct-22
ICMD	30-Nov-22	Highways Traffic Regulation Amendment Order 6	Catrin Maby - Climate Change and Environment	Agreement to make the traffic order	Mark Hand	23-Aug-22

Cabinet	09-Nov-22	Implementing Sharepoint online		To secure funding to implement the project	Sian Hayward	13-Oct-22
Cabinet	09-Nov-22	A County of Sanctuary		To set out the reasons why an earlier decision is required due to time restrictions associated with TAN 15.	Matt Gatehouse	20-Sep-22
Cabinet	09-Nov-22	SPF Update Report			Hannah Jones	12-Sep-22
Cabinet	09-Nov-22	Revenue & Capital MTFP update and process			Jon Davies	17-May-22
Cabinet	09-Nov-22	MonLife Heritage Strategy (or ICMD)		DEFERRED	Matthew Lewis	10-Feb-22
Council	27-Oct-22	RESPONSE TO URGENT NEED FOR HOUSING ACCOMMODATION		To present a proposal to enable Council to respond flexibly and promptly to the urgent need for housing accommodation, to address the increasing budget deficit relating to the use of temporary accommodation	Cath Fallon	10-Oct-22
Council	27-Oct-22	Community and Corporate Plan		To seek endorsement of the new Community and Corporate Plan setting out the purpose, values and priorities for the organisation along with a description of some of the things we will do to deliver against these up to March 2023	Matt Gatehouse / Paul Matthews	3-Oct-22
Council	27-Oct-22	Outside Bodies Appointment			John Pearson	3-Oct-22
Council	27-Oct-22	Annual Safeguarding Report			Kelly Turner	24-Aug-22
Council	27-Oct-22	Social Care & Health: Directors Report 2021/22			Jane Rodgers	6-Jul-22

ICMD	26-Oct-22	Welsh Church Fund Working Group			Dave Jarrett	14/7/22
Cabinet	19-Oct-22	PSOW annual letter		Present the Public Services Ombudsman For Wales' annual report as required by the letter received Aug 22	Matt Phillips	28-Sep-22
Cabinet	19-Oct-22	Regional Partnership Board - Gwent Market Position Statement		To provide a Market Stability Report produced by the Regional Partnership Board setting out a high level overview and Assessment of care & support, and of the stability of the market for regulated services within Gwent to comply with	Phil Diamond Head of Regional Partnership Team Mark Saunders, Regional Service Manager - Regional	22-Sep-22
Cabinet	19-Oct-22	Community and Corporate Plan		To seek endorsement of the new Community and Corporate Plan setting out the purpose, values and priorities for the organisation along with a description of some of the things we will do to deliver against these up to March 2023	Gatehouse / Paul Matt	20-Sep-22
Cabinet	19-Oct-22	22/23 Revenue and Capital Monitoring report - Month 4			Jon Davies	17-May-22
Cabinet	19-Oct-22	Land adjacent to Caldicot Comprehensive School - Housing Development Opportunity		To seek approval of the disposal of land at Caldicot Comprehensive School for the Development of 100% affordable housing	Nick Keyse	
ICMD	12-Oct-22	Local Development Annual Monitoring Report (AMR)		DEFERRED TO 26 OCT	Rachel Lewis/Cllr Paul Griffiths	23/08/22
ICMD	12-Oct-22	Welsh Church Fund Working Group		DEFERRED TO 26 OCT	Dave Jarrett	14/07/22
ICMD	12-Oct-22	Ending Library Fines		To approve the abolition of library fines on all books enabling more people to enjoy reading without the worry of incurring a fine if they are unable to return their books on time	Cheryl Haskell/Fookes?	20-Sep-22
ICMD	28-Sep-22	Transport Policy			Deb Hill Howells - MG	22-Aug-22

ICMD	28-Sep-22	B4245 speed limit		DEFERRED TO 26 OCT	Mark Hand	18-Jul-22
Council	27-Sep-22	Tackling poverty and inequalities			Nick John	24-Aug-22
Council	27-Sep-22	RLDP Options Report			Rachel Lewis	25-Jul-22
Council	27-Sep-22	Rivers and Ocean			Hazel Clatworthy	9-Jun-22
Council	27-Sep-22	Monmouthshire County Council self - assessment report 2021/2			Richard Jones	23-May-22
ICMD	14-Sep-22	Welsh Church Fund Working Group - meeting 2 held on 21st July 2022 (no meeting/no report - withdrawn)			Dave Jarrett	17-May-22
Cabinet	07-Sep-22	Transport Policy Consultation Update.			Deb Hill Howells	22-Aug-22
Cabinet	07-Sep-22	Cost Of Living			Matt Phillips	25-Jul-22
ICMD	31-Aug-22	MY DAY, MY LIFE SERVICE EVALUTATION			Ceri York	15-Aug-22
ICMD	31-Aug-22	Homesearch Policy & Procedure - Amendments & Welsh Translation Requirement			Ian Bakewell	

ICMD	03-Aug-22	Additional Resources in Educations Strategy		Resources required to develop and maintain schools education systems and the implementatin of WG Ed Tech Programme	Sian Hayward	14-Jun-22
ICMD	03-Aug-22	Designation of Secondary Catchment Areas			Matthew Jones	6-Jun-22
ICMD	03-Aug-22	Welsh Church Fund Working Group - meeting 1 held on 23rd June 2022 - Moved to ICMD 3rd Aug 2022			Dave Jarrett	
Cabinet	27-Jul-22	Wye Valley Villages Future Improvement Plan			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Regen Three Year Programme			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Review of Chepstow High Street closure			Mark Hand	1-Jul-22
Cabinet	27-Jul-22	Home to School Transport Policy 2023-24.			Deb Hill Howells	27-Jun-22
Cabinet	27-Jul-22	MUCH (Magor & Undy Community Hall) report			Nick Keys	9-Jun-22
Cabinet	27-Jul-22	Shared Prosperity Fund Local Investment Plan and Regional Lead Authority Arrangements			Hannah Jones	23-May-22
Cabinet	27-Jul-22	Welsh Church Fund Working Group - meeting 1 held on 23rd June 2022 - Moved to ICMD 3rd Aug 2022			Dave Jarrett	17-May-22

Cabinet	27-Jul-22	2021/22 Revenue and Capital Monitoring outturn		Peter Davies/Jon Davies	17-Feb-22
Cabinet	27-Jul-22	Play Sufficiency Assessment and Action Plan 22/23		Matthew Lewis	10-Feb-22
Cabinet	27-Jul-22	Housing Support Programme Strategy (Homeless Strategy)		Ian Bakewell	

Monmouthshire's Scrutiny Forward Work Programme 2022-23

Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
7 th July 2022	Forward Work Programme	To discuss the process for formulating a forward work programme and agree items for future inclusion.	Hazel Ilett	Work Programming
	Welsh Language Annual Monitoring Report 2021-22	To scrutinise the Council's performance in complying with Welsh Language Standards.	Matthew Gatehouse	Performance Monitoring
	Revenue and Capital Outturn 2021-22 Budget Monitoring Report	To scrutinise the draft report and identify any areas of for future scrutiny	Jonathon Davies Peter Davies	Budget Monitoring
	Monmouthshire Council Self-Assessment 2021-2022	To scrutinise the Council's performance during 2021-2022 against the goals outlined in the Corporate Plan 2017-2022, agreeing any areas for future scrutiny.	Richard Jones Emma Davies Matthew Gatehouse	Performance Monitoring
Joint Scrutiny with People 11 th October 2022	Safeguarding Performance Report	To scrutinise the performance of the service area.	Jane Rodgers	Performance Monitoring
	Chief Officer for Social Care and Health: Annual Report	To conduct pre-decision scrutiny on the report and scrutinise the performance of the service area.	Jane Rodgers	Pre-decision Scrutiny/Performance Monitoring
	Chief Officer for Education: Annual Report	To conduct pre-decision scrutiny on the report and scrutinise the performance of the service area.	Will Mclean	Pre-decision Scrutiny/Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2022-23

Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Just P&O Committee items:	Local Development Plan annual monitoring report	To scrutinise the annual monitoring report for the current adopted LDP prior to submitting to Welsh Government.	Rachel Lewis Mark Hand	Performance Monitoring
	Month 4 Budget Monitoring Report	Scrutiny of the Council's budgetary position (revenue and capital).	Jonathon Davies	Budget Monitoring
21st November 2022	Socially Responsible Procurement Strategy	To conduct pre-decision scrutiny on the Strategy.	Scott James Beth Macpherson Steve Robinson Councillor Maby	Pre-decision Scrutiny
	Planning Annual Performance Report	Scrutiny of the annual performance report prior to submission to Welsh Government.	Phil Thomas Mark Hand Craig O'Connor	Performance Monitoring
	Month 6 Budget Monitoring Report	Scrutiny of the Council's budgetary position (revenue and capital).	Jonathon Davies Councillor Garrick	Budget Monitoring
15th December 2022	Welsh Education Strategic Plan	To scrutinise performance against the action plan.	Sharon Randall Smith Will Mclean	Performance Monitoring
	Strategic Risk Register	To agree any future risks for scrutiny.	Matthew Gatehouse	Work Programming
17th January 2023	Public Protection 2021-22 Performance Report	To review the performance of the service area.	David Jones	Performance Monitoring

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Performance and Overview Scrutiny Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Registration Services Annual Report 21/22	To review the performance of the service area.	David Jones	Performance Monitoring
	Procurement Performance Review	Review of the joint working arrangements and benefits realised to date.	Scott James Steve Robinson	Performance Monitoring
25th January 2023	Scrutiny of the Budget Proposals	Scrutiny of the budget mandates relating to the committee's remit.	Peter Davies Jonathon Davies Councillor Garrick	Budget Scrutiny
23rd February 2023				
27th April 2023				

Items for future Inclusion into the Work Programme

- **Council and community resilience:** following the impact of the pandemic.
- **Use of Reserves:** Future proofing and resilience planning as well as supporting long-term strategic priorities.
- **Recruitment and retention:** Effect on the Council's performance and ability to deliver.
- **Asset Management Strategy:** Long-term strategy for these assets where there might be a change of service provision. Workshop to seek some assurances on the focus of the asset management strategy and discuss the concept of selling or retaining assets ~ this could feed into early work on the Asset Management Strategy

Workshops:

Monmouthshire's Scrutiny Forward Work Programme 2022-23

- Asset Management Strategy ~ Workshop to seek some assurances on the focus of the strategy and the concept of selling or retaining assets ~ this could feed into early work on the Asset Management Strategy

Performance and Overview Scrutiny Committee

Action List

21st November 2022

Minute Item:	Subject	Officer / Member	Outcome
5.	Presentation slides to be made available to the committee	Philip Thomas / Councillor Neill	The presentation was sent to members after the meeting.
5.	To clarify whether the report requires an Integrated Impact Assessment	Craig O'Connor / Councillor Neill	It was clarified after the meeting that it doesn't.

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