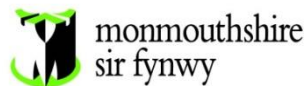


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 29 June 2022

Notice of meeting

Performance and Overview Scrutiny Committee

Thursday, 7th July, 2022 at 10.00 am
Council Chamber, County Hall, The Rhadyr Usk, NP15 1GA
and 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.	Election of Chair.	
2.	Chair's welcome.	
3.	Appointment of Vice-Chair.	
4.	Apologies for Absence.	
5.	Declarations of Interest.	
6.	Public Open Forum. Select Committee Public Open Forum ~ Guidance Our Select 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 Select 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;	

	<p>Please submit a written representation (via Microsoft Word, maximum of 500 words)</p> <p>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.</p> <p>The deadline for submitting representations to the Council is 5pm three clear working days in advance of the meeting.</p> <p>If representations received exceed 30 minutes, a selection of these based on theme will be shared at the Select Committee meeting. All representations received will be made available to councillors prior to the meeting.</p> <p>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.</p> <p>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.</p> <p>If you would like to suggest future topics for scrutiny by one of our Select Committees, please do so by emailing Scrutiny@monmouthshire.gov.uk</p>	
7.	Welsh Language Annual Monitoring Report 2021-22 - To scrutinise the Council's performance in complying with Welsh Language Standards.	1 - 14
8.	Revenue Capital Outturn 2021- 2022 Budget Monitoring Report - To scrutinise the draft report and identify any areas of for future scrutiny.	15 - 68
9.	Monmouthshire County 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.	69 - 134
10.	Forward Work Programme - To consider the Forward Work Programme Report and identify areas for future scrutiny, and in doing so, to agree a draft Forward Work Programme.	135 - 154
11.	Next Meeting: Thursday 29th September 2022 at 10.00am.	

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 Angela Sandles, Magor East with Undy;, Welsh Labour/Llafur Cymru
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

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.

Monmouthshire Scrutiny Question Guide

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
2. What is the Committee's role and what outcome do Members want to achieve?
3. Is there sufficient information to achieve this? If not, who could provide this?

- Agree the order of questioning and which Members will lead
- Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

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

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?
2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?
3. What is the view of the community as a whole - the 'taxpayer' perspective?
4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?
5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works? 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 been taken into consideration? For example, what are the procedures that need to be in place to protect children?
9. How much will this cost to implement and what funding source has been identified?
10. 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?

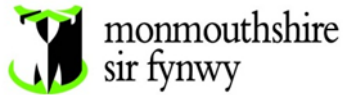
Questions for the Committee to conclude...

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 Language Annual Monitoring Report 2021-22

MEETING: Performance and Overview Scrutiny Committee

DATE: 7th July 2022

DIVISION/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To provide an overview of the council's performance in ensuring compliance with the Welsh Language Standards, in line with the requirements of the Welsh Language (Wales) Measure 2011.

2. RECOMMENDATIONS:

- 2.1 The Annual Monitoring Report records the council's compliance with the Welsh Language Standards and has been sent to the Welsh Language Commissioner's Office for their oversight and approval. Members are invited to scrutinise performance and make any recommendations to the Cabinet Member.

3. KEY ISSUES

- 3.1 Monmouthshire is the gateway to Wales. The Welsh language is an important part of the culture and heritage of our place. The Council's Welsh Language Strategy sets our commitment to ensure that Monmouthshire is having a positive impact on achieving the Welsh Government's ambitious strategy of having a million Welsh speakers by 2050. Alongside that Strategy sit the Welsh Language Standards which promote the language and ensure that it is treated no less favourably than English.
- 3.2 The standards applying to each public body can differ. The annual monitoring report details information relation to specific areas of the Welsh Language Standards allocated to this council. The Welsh Language Commissioner requests this information annually to measure our progress in terms of compliance with the Standards.
- 3.3 Overall, the Council is doing well in terms of compliance with these standards. For example:
- 99.8% of job vacancies had specific criteria relating to Welsh language skills

- There was a 25% increase in the number of employees who are fluent Welsh speakers over the past year
- Regular monitoring is ensuring that Welsh is treated equally on the council's website and in published documents. This is evidenced by a significant increase in the amount of translations being done and the decision by council to increase the translation budget by £22,000 in 21-22.

3.4 The monitoring report highlights a number of challenges:

- Although the number of Welsh speaking staff is growing, we are not attracting Welsh speaking applicants in sufficient numbers and do not have enough bilingual staff in customer facing roles.
- We have received two complaints which led the Commissioner to investigate whether the council is fully compliant with standards 88-90 relating to policy making. Changes have been made to the council's Integrated Impact Assessment to address this.
- The number of staff attending training courses has declined. While this is largely attributed to the pandemic it will be important to ensure more staff learn and develop their Welsh skills to increase the number of opportunities for the public to interact with public services delivered through the medium of Welsh – one of the objectives of the five-year strategy.

3.5 The monitoring report will be forwarded to the Welsh Language Commissioner's Office. Officers then meet with the Commissioners' staff to discuss any areas of good practice and any areas of concern that require improvement. The report will be made available on the council's website to ensure transparency and accountability.

4. REASONS:

4.1 To ensure accountability and compliance with the requirements of The Welsh Language (Wales) Measure 2011.

5. RESOURCE IMPLICATIONS:

5.1 There are no additional financial or human resource implications arising out of this monitoring report.

5.2 The scheme will be published, on approval, on the Council's website as required under the Welsh Language (Wales) Measure 2011.

6. FUTURE GENERATIONS AND EQUALITY IMPLICATIONS:

6.1 As this is a monitoring report, there is no need to produce an impact assessment.

7. CONSULTEES:

Members of the Policy and Overview Scrutiny Committee may recommend changes to the content of the Monitoring Report prior to the final version being published.

8. BACKGROUND PAPERS:

Monmouthshire County Council's Welsh Language Standards -
<https://www.monmouthshire.gov.uk/app/uploads/2021/06/Monmouthshire-Welsh-Language-Standards.pdf>

9. AUTHORS:

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Nia Roberts, Welsh Language Officer

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Monmouthshire County Council

Annual Welsh Language Monitoring Report 2021-2022



The vision for our county is of building sustainable and resilient communities. As part of this it is essential that we promote and protect culture, heritage and the Welsh language, encouraging people to participate fully in their communities. Monmouthshire County Council is committed to ensuring that people can interact with the council through the medium of Welsh.

This report reflects the council's progress on its Welsh language commitments under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards during the financial year 2021-2022.

This report is updated annually on the Council website each year in compliance with Standard 158.

Page 5 Legislative requirements

The standards as applicable to Monmouthshire County Council under Section 44 of the Welsh Language (Wales) Measure 2011 are to be found on our website at <https://www.monmouthshire.gov.uk/monmouthshire-welsh-language/>

Translations

- Our process for translating documents, forms, leaflets and social media posts is working well with a long-standing group of external translators commissioned to work to deadlines determined by clear prioritisation of work.
- We continue to monitor our website to ensure that any new pages are published in both Welsh and English. Monitoring of the website will always remain a priority due to the number of officers with the appropriate permissions to upload information and the sheer volume of work. We have commissioned an external company to carry out an independent audit to complement that of the Commissioner. This identified a small number of areas where translations needed to be improved and it has been agreed that we will carry out this piece of work on an annual basis to ensure that we are providing our information through the medium of Welsh and English to the residents of Monmouthshire. This is designed to complement the annual reviews carried out by the Welsh Language Commissioner.
- In the light of pressures on the Welsh Language Budget due to the sheer volume of translation requests, council agreed an increase of £22,000 per annum for 2021 – 2022 taking the overall budget to £81,000. This budget is still forecast to overspend

with increasing volumes of published material and public consultations on subjects such as the Replacement Local Development Plan.

Workforce

- We continue to be pro-active with our recruitment process and use a Welsh Language skills assessment for all vacancies.
- Welsh Language training is offered to all staff whether as learners or for people with existing skills that have lost confidence in using the language (See Standard 170 (2) (b and c) for more detail). We continue to offer the *Cymraeg yn y Gweithle, Mynediad, Sylfaen, Canolradd* and *Cyrsiau Penwythnos* that are being funded by the council and attended on- line by officers annually.
- We have also supported officers to attend residential courses at Nant Gwrtheyrn and will continue to do so.
- Job vacancies advertised are monitored by the Welsh language translation team to check for completed skills assessments at the point that they are received in the translation email in-box. The Welsh Language Officer also carries out weekly checks using the jobs vacancy list published each week to ensure compliance.
- All vacancies are classified as Welsh desirable as a minimum (Information regards recruiting to empty posts (*Standard 154, 170(c)*) is shown below).
- There are difficulties recruiting Welsh speakers to key front-line positions. This creates challenges providing some services through the medium of Welsh. Managers are mindful of the risks of having posts vacant for extended periods through not being able to appoint to Welsh Essential roles due to the low number of applicants.
- The situation is starting to improve with an increasing number of applications and successful candidates from people with existing Welsh Language skills with the number of non-school based employees with Welsh skills increasing by 17% from 264 to 308 and the fluent speakers increasing by 25% from 35 to 44 over the past year.

Customer Service

Our Welsh language line, established in 2017, remains in operation and feedback from users is that is a valuable resource as it allows Welsh speakers from Monmouthshire and further afield to interact with the council through the medium of Welsh.

Between 1st April 2021 – 31st March 2022 there were 80 calls to the Welsh language line.

The following is a list of the service required or the nature of the phone calls received by the Welsh line in the last financial year. This data will provide the basis to discuss the need for Welsh speaking staff in the areas with the greatest demand.

• Refuse/garden waste	25
• Communications Team	10
• Council Tax/rates/finance	8
• CYP/Education	6
• Welsh Language Officer	5
• Human Resources	5
• Elections	3
• Grass Routes/Passenger Transport	3
• Social care	3
• Licensing	3
• Environmental Health	3
• Planning	2
• Highways	2
• Countryside	2

In addition to telephony, we have a fully bilingual App for customers to make payments and request services and a fully bilingual chatbot.

Policy Making

The Council has an Integrated Impact Assessment too and a procedure to accompany the Council's decision-making process. This ensures compliance with the Welsh Language policy making standards, equality legislation and the requirements of the Well-being of Future Generations (Wales) Act 2015. The assessment is completed by officers and accompanies any policy recommendations considered by Council, Cabinet or Single Member. This ensures that recommendations take account of the impact on the Welsh language and how positive effects can be enhanced and negative effects mitigated. All integrated impact assessments are monitored monthly in accordance with the council meeting calendar by a group of officers to ensure that each assessment is robust and complies with legislation. The group comprises the Performance and Data Insight Manager, Equality and Welsh Language Policy Officer and the Sustainability Policy Officer. The questions on the impact on the Welsh language include: opportunities to use Welsh and the negative or increased positive effect the decision may have on the language whilst ensuring that the Welsh language is treated no less favourably than the English Language.

Data required each year from 1 April – 31 March

The report presents data on the required indicators in the following fields in compliance with Standards 158,164 and 170:

- Information on complaints (*Standard 158(2); 164(2); 170(2)(d)*)
- Information on staff language skills (*Standard 170(2)(a)*)
- Welsh medium training for staff (*Standard 170 (2)(b and c)*)
- Recruiting to empty posts (*Standard 154, 170(d)*).

Complaints relating to the Welsh Language Standards

In 2021-2022 we had two complaints (CS112 dated 1st January 2022 and CS118 dated 24th January 2022) that have been amalgamated into one formal complaint (CS112) in relation to the Welsh Language Standards. This complaint was in relation to our revised Street Naming and Numbering Policy and relates to a suspicion of non-compliance with Standards 88, 89 and 90. These particular complaints were submitted to the council by the Welsh Language Commissioner and at 31st March 2022 were at the initial stages of investigation and evidence gathering.

There is also an existing complaint that is being dealt with: CS024. This was initially brought to the attention of the council on the 18th of March 2021 and is in relation to a complaint regarding the increasing of capacity in two English medium schools in Caldicot and a

suspicion of non-compliance with policy making standards 91-93. This complaint is now at the latter stages of the process and the council was written to the Commissioner to indicate the steps that have been taken to comply with recommendations .

The outcomes of these investigations will be featured in the 2022-23 monitoring report. However, any failures which are identified will be acted upon immediately and the Cabinet member briefed.

Staff Welsh language skills

Welsh Language Skills of Employees as at 31/03/22 (not including school- based staff)

Staff Competency	Mynediad Beginner	Sylfaen Advanced beginner	Canolradd Intermediate	Uwchradd Advanced	Rhugl Fluent	Total
Welsh Language skills (31 Mar 22)	182	31	46	5	44	308
Welsh Language skills (31 Mar 21)	173	32	18	6	35	264

Page 9

Welsh language spoken skills by service area at 31 March 2022 (Not including school-based staff)

	Mynediad Beginner	Sylfaen Advanced beginner	Canolradd Intermediate	Uwchradd Advanced	Rhugl Fluent	Total
Children and Young People	10	1	5	1	1	18
Social Care and Health	55	9	10	0	21	95
Communities and Place	84	16	29	2	10	141
Resources	11	2	1	2	1	17

People and Governance and Chief Executive's Department	22	3	1	0	11	37
Total	182	31	46	5	44	308

Recruitment

Job application processes are fully accessible in Welsh in accordance with the Welsh Language Standards and every single vacancy is advertised bilingually regardless of the Welsh assessment made and thereby goes over and above the requirement set by the standards allocated to us.

Below are the details of advertised posts in 2021 – 2022.

Non-School Roles	2020-21	2021-22
vacant/new posts advertised	166	1011
vacant/new vacant posts advertised that had 'Welsh language skills essential'	1	2
vacant/new vacant posts advertised that had 'Welsh language skills desirable	165 (99.4%)	1009 (99.8%)
vacant / new posts advertised specified as posts where it is 'necessary to learn Welsh-language skills when someone is appointed to the post';	0	0
The number of vacant/new posts advertised from 1st April 2020 – 31st March 2021 that 'did not require Welsh language skills'	0 (0%)	0 (0%)
The number that did not include an assessment	0	0
The number not stated	0	0

School Roles	2021-22
Schools vacant/new posts advertised	91
Schools vacant/new vacant posts advertised that had 'Welsh language skills essential';	20
Schools vacant/new vacant posts advertised that had 'Welsh language skills desirable or desirable but not essential'	71
Schools vacant/new posts advertised where it is 'necessary to learn Welsh-language skills when someone is appointed to the post'	0
Number of schools vacant/New posts advertised that did not require Welsh language skills	0
Number that did not include an assessment	0
Number not stated	0

Welsh language training for staff

In 2021 - 2022, staff have been attending Welsh Language sessions and all are financially supported. This includes fees, books and the time to attend and study:-

- 8 members of staff enrolled for the Cwrs Mynediad Year 1 Cymraeg yn y Gweithle 2 hour 30 week course provided by Coleg Gwent Welsh for Adults.
- 1 member of staff doing Mynediad 2
- 3 members of staff enrolled for Sylfaen 1
- 1 member of staff enrolled for Sylfaen 2
- 5 members of staff enrolled for Canolradd 1
- 1 member of staff enrolled for Uwch part 2 (after work).
- Staff are funded to attend Coleg Gwent Welsh Weekend Courses should they chose to in addition to the normal weekly courses.

More opportunities are to be offered and fully funded from September 2022 or if opportunities arise before. The take up this year has been slightly less than in the previous ten years due to two principal reasons:

- the pandemic and the need for staff to change roles to provide additional support to the public.
- Some officers prefer the classroom classes rather than the on-line offer.

Vocational and community Training

The council has a programme of vocational (external and in-house) training and training provided to members of the public through our Community Education service. All fluent Welsh speaking staff have been informed that they have the right to have this training provided through the medium of Welsh as have members of the public through the booking procedure but as yet we have not received any requests.

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SUBJECT:	2021/22 REVENUE & CAPITAL OUTTURN STATEMENT
MEETING:	PERFORMANCE AND OVERVIEW SCRUTINY COMMITTEE
DATE:	7th July 2022
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 The purpose of this report is to provide Committee Members with information on the Authority's financial results for the 2021/22 financial year in respect of the revenue budget, capital programme, and associated reserves position.
- 1.2 To provide an update on the financial impact of the Covid-19 pandemic on the Council.
- 1.3 This report is being considered for pre-decision scrutiny by the Performance and Overview Committee as part of their responsibility to,
 - assess whether effective budget monitoring is taking place;
 - monitor the extent to which budgets are spent in accordance with the agreed budget and policy framework;
 - challenge the reasonableness of variances to budget, and;
 - consider the progress in relation to mandated budget savings proposals for the year.
- 1.4 Feedback from this Committee will be included in the report which is due to be received by Cabinet on the 27th July 2022.

2. RECOMMENDATIONS TO PERFORMANCE AND OVERVIEW SCRUTINY COMMITTEE

- 2.1 That the Performance and Overview Scrutiny Committee perform pre-decision scrutiny on the Authority's financial results for the 2021/22 financial year.
- 2.2 That the Committee as part of their role assesses whether effective budget monitoring is in place; the extent to which budgets have been spent within the agreed budget and policy framework, including the reasonableness of the explanation for variances and; consider the achievement of progress in meeting mandated budget savings targets.
- 2.3 That Committee feedback is provided and included as part of the report which is due to be received by Cabinet at its meeting on the 27th July 2022.

2.4 RECOMMENDATIONS TO CABINET

- 2.5 That Cabinet recognises a positive net revenue budget position at outturn of £5.62m prior to transfers to earmarked reserves of £4m, and that this represents a significant improvement of £5.3m from the position forecast at month 9, primarily as a result of:

- Receipt of £1.87m of Welsh Government Covid-19 hardship funding since month 9 to compensate the Council to support its enhanced costs of service delivery and loss of income as a direct result of Covid-19 impact;
- Receipt of circa £1.3m in unbudgeted grants that were communicated to and received by the Authority late in the financial year and that have offset core budget funding;
- Improved income and reduced expenditure across many service areas as a result of in-year budget recovery action as well as the impact of the ongoing operating conditions experienced during the financial year and where services have been reduced or stopped, travel requirements have reduced, office and buildings have remained closed and substantial staff vacancies have remained unfilled.

- 2.6 That Members acknowledge the extent that the Welsh Government Covid-19 Hardship Fund has covered all Covid-19 related additional costs directly incurred during the financial year of £12.3m together with compensation for loss of income of £3.6m, noting that the Hardship Fund closed on the 31st March 2022 and that continued budgetary pressures and risks result for 2022/23 and beyond.
- 2.7 That Members note the 93% delivery of the service specific budgeted mandated savings as detailed in **Appendix 2** and as agreed by full Council previously and the implicit remedial action/savings included in the financial outturn to compensate for circa 7% savings (£309k) reported as delayed or unachievable by service managers.
- 2.8 That Members endorse the strategy applied to replenish reserves as noted within the report to support future financial challenges and ensure financial resilience during a period of continuing uncertainty and as we continue to recover from the pandemic and as the delivery of our services take shape in light of a severely altered socio-economic landscape, a period of significant economic uncertainty, and as wider policy commitments both locally and nationally begin to take shape.
- 2.9 In taking the approach set out above, Cabinet recognises the extraordinary nature of the 2021/22 financial year and accepts that there remains significant recurring service pressures and risks in 2022/23 and over the medium term.
- 2.10 Cabinet notes the continued improvement in Schools reserve balances of £3.5m as contained in **Appendix 1** and **Appendix 4** that reflects the significant levels of grant support from Welsh Government that was notified late in the financial year and primarily relating to Schools Revenue Maintenance Grant and Recruit, Recover and Raise Standards and School Improvement Grant.
- 2.11 That Cabinet reaffirms the requirement for schools carrying significant surplus balances that are above levels guided by Welsh Government to provide investment plans setting out how they intend to spend their significant surplus balances, whilst also appreciating that the inherent structural budget deficits that led to 17 schools being in deficit prior to the pandemic will in some cases still require resolution, irrespective of the unprecedented funding received.
- 2.12 That Members consider the capital outturn spend of £25.2m, introducing an under spend of £1.1m primarily due to under spending of the capitalisation directive budget and specific

grant related schemes and that this subsequently releases £640k of capital receipts back to reserve to support future capital investment.

- 2.13 That Members approve the slippage requests of £68.5m as listed in **Appendix 5** along with the related presumptions made around financing consequences as detailed in **Appendix 1**, acknowledging the challenging operating conditions and external influences impacting progress during the year.

3. KEY ISSUES:

3.1 Overall Summary

- 3.2 The 2021/22 revenue budget outturn position is summarised in **Table 1** below with the Authority at a headline level returning a £5.621m surplus against budget for the year, prior to contributions to reserves.

- 3.3 **Appendix 1** provides the detailed explanation of the reasons for the variance to budget, alongside a full assessment of the movement in School balances, and details of the progress of the Authority's Capital programme during the year.

- 3.4 The sections that follow look to provide an overview of the key issues influencing the financial position of the Authority during 2021/22 and the consequential impact upon the 2022/23 budget and beyond, and are categorised as follows:

- A financial assessment of the core service delivery
- The progress made against mandated savings and budget mitigations
- Assessing the ongoing financial impact of the pandemic on the Council
- The recommended use of 2021/22 Revenue surplus and reserves
- The movement in School balances during the year
- The Capital budget programme outturn position

Table 1: Overall Revenue outturn position

Directorate	2021/22 Budget	Total variance at outturn: Deficit or (Surplus)
	£000's	£000's
Social Care, Health & Safeguarding	52,643	14
Children & Young People	56,479	1,014
Communities & Place	21,119	(1,588)
Monlife	3,968	(345)
Chief Executives Unit	2,812	(136)
People & Governance	3,830	(378)

Resources	4,964	(588)
Corporate Costs & Levies	24,271	(1,335)
Appropriations	8,095	(422)
Expenditure budget	178,180	(3,764)
Financing	(178,180)	(1,857)
Total budget	0	(5,621)
Transfers to earmarked reserves		4,000
Closing surplus transferred to Council fund reserve		(1,621)

3.5 Financial assessment of core service delivery

3.6 The overall 2021/22 revenue outturn position, prior to contributions to earmarked reserves, of £5.621m surplus was brought about by numerous factors impacting services and financing budgets during the year, and a full service commentary is provided in **Appendix 1** to this report. However in summary, the variances primarily driving the surplus relate to:

- Receipt of £3.25m additional Welsh Government or Health grants that have been used appropriately to offset core Social care budget funding;
- Receipt of other unbudgeted Welsh Government grant funding of £1.45m;
- Receipt of further unhypothecated Welsh Government settlement funding of £1.58m;
- Positive variances across many areas of service delivery in relation to staffing costs, service provision costs and from additional income;
- Offset by; increasing demand placed on children's social care services, adult social care and our children with additional learning needs budgets.

3.7 Importantly the overall outturn position was supported by £1.57m of identified eligible expenditure to be funded from capital receipts under the flexible use of capital receipts directive. Reliance on these mitigations is a short term measure only and is clearly not sustainable over the medium term.

3.8 It is important to note that the majority of the savings or income identified above that assist the in-year budget are one-off in nature and will not bring any recurrent benefit to future year's budgets. Conversely, the majority of the pressures services continue to accommodate are recurrent pressures, some of which would have been partially considered as part of the wider budget process for 2022/23 and beyond.

3.9 Of note, the continuing level of staff vacancies being carried in the establishment is not considered to be sustainable position in the medium term, and services across the Authority report that active recruitment is ongoing to mitigate the ongoing impact and pressure this is having upon service delivery.

3.10 Whilst the final outturn position is welcomed, there remain areas of significant concern and risk going forward, especially in light of the wider challenging economic climate. 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.

3.11 Progress against mandated savings and budget mitigations

Table 2: Progress against mandated savings

Directorate	2021/22 Budgeted Savings £000	Saving achieved £000	Delayed Savings £000	Savings Unachievable £000	% Achieved
Children & Young People	(1,510)	(1,275)	(235)	0	84%
Social Care & Health	(874)	(874)	0	0	100%
Communities & Place	(821)	(821)	0	0	100%
Monlife	(100)	(80)	0	(20)	80%
Resources	(165)	(123)	(42)	0	75%
Chief Executives Unit	(32)	(20)	(12)	0	63%
Corporate Costs & Levies	(1,508)	(1,508)	0	0	100%
Appropriations	275	275	0	0	100%
Total	(4,734)	(4,426)	(289)	(20)	93%

3.12 The 2021/22 budget was set based on the requirement for £4.7m of mandated savings to be achieved by service areas. Given the challenging operating environment that services have performed under during 2021/22 it is pleasing to note their performance in achieving 93% of their budgeted savings.

3.13 There has been a delay in the implementation of £289k of budget savings proposals and this was primarily due to being unable to increase the recoupment income from other Local Authorities for pupils who were out of county and attending our mainstream schools, as a number of pupils have moved into Monmouthshire during the year.

3.14 A full list of the progress against savings mandates can be found at **Appendix 2** to this report.

3.15 The 2021/22 budget included the budgeted use of a Capitalisation direction of £2.2m where one-off costs are eligible to be capitalised under the guidance issued by the Welsh Government in respect of the flexible use of capital receipts. Given the reduced service activity during the year only £1.57m of the budgeted use was utilised resulting in £640k remaining in the capital receipts reserve for future use.

Those costs capitalised are listed and **Appendix 3** to this report and in summary relate to:

- Sharing back-office and administrative services with one or more other council or public sector body;

- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Integrating public facing services across two or more public sector bodies to generate savings or to transform service delivery.

3.16 Assessing the ongoing financial impact of the pandemic on the Council

3.17 The 2021/22 budget was set against the backdrop of an unprecedented period of uncertainty, both in Local Government and in the wider context. The Covid-19 pandemic continues to have a major impact on all local authorities and wider public services across Wales. From a financial perspective, the response to the pandemic has required the Council to incur significant additional expenditure, for example, costs relating to infection control measures, safeguarding the public and employees and support for elderly and vulnerable residents. In addition, income losses have also been substantial, during the period where services either have been closed or have experienced significant reductions in demand or footfall due to conditions experienced.

3.18 During the year Welsh Government continued to provide significant one-off support through numerous funds as the impact of the Covid-19 pandemic continued in 2021/22. The extent of this support is outlined in **Table 3** below.

Table 3: Direct Grant funding received to aid in Covid-19 pressures

	£000s
Welsh Government Covid19 Hardship Fund - Additional costs incurred	12,320
Welsh Government Covid19 Hardship Fund - Compensation for loss of service income	3,587
Council Tax Income Collection shortfalls	1,018
Business Grants - administration costs	156
Total	17,081

3.19 The Welsh Government communicated clearly during the year that the Hardship Fund in its current form had an end date of the 31st March 2022, and that the increased Local Government funding settlement for 2022/23 contained an element of funding expected to meet any further pressures relating from the impact of the pandemic upon Local Authorities.

3.20 In addition to the specific grant funding outlined above, the Welsh Government announced in March 2022 the distribution of £60million of additional Revenue Support Grant to Welsh Authorities, with Monmouthshire receiving an additional £1.58m of unhypothecated funding. In distributing this resource Welsh Government indicated that it could be used to assist with the management of inflationary and service pressures and the closure of the Covid-19 Hardship Fund, as well as helping to continue to decarbonise Council services, including providing access to electric vehicles. In this latter regard this report is predicated

upon transferring £214k to a specific reserve to help support the transfer of an element of the Councils' transport fleet to EV technology.

- 3.21 Clearly, given the significant level of support that has been provided from the Hardship Fund in both 2020/21 and 2021/22, there remains a significant budgetary risk for the Authority to carry into 2022/23 in light of a severely altered socio-economic landscape, a period of significant economic uncertainty, extended national policy commitments, and the continuing legacy impacts of the pandemic upon service delivery.
- 3.22 The Authority, as part of its budget deliberations for 2022/23, looked to partly mitigate some of these risks with further investment into some of the key services continuing to be impacted by the pandemic, notably Social care, Additional learning needs, and in meeting the needs of the Homeless.
- 3.23 However it is clear that these service areas, along with services such as Leisure, Outdoor Education, Investment properties and Car parking continue to be significantly impacted by the underlying impact of the pandemic, and for which that impact is very difficult to measure, with the factors influencing the demand pressures and income levels being multifaceted. Alongside this, the risks presenting in the wider economic environment are expected to place upward pressure on our pay budgets over the medium term. This undoubtedly presents further budgetary risks over and above those budgeted for as we move into 2022/23.
- 3.24 In light of these continuing budget risks, the Authority has prudently set aside further reserve funding at the end of 2021/22 totalling £4m for specific Covid-19 related pressures which are yet to fully materialise, and in the event that further funding commitments from Welsh Government fall short of mitigating some of these key budget risks. Given the Councils comparatively low level of reserve cover, and the financial challenges still presenting over the medium term and beyond, recourse to this funding should be seen as an absolute last resort after exhausting all other alternative options.
- 3.25 In working with all parts of the Welsh Public Sector, the Welsh Government provided significant one-off support to the Welsh population through numerous funds which have been administered by the Council during the year. This has ranged from support to local businesses via Business Support Grants, payments made to care workers, support for those self-isolating and for Winter fuel pressures. The extent of the support administered by the Authority during the financial year is detailed in **Table 4** below:

Table 4: Welsh Government support funds administered in year

Support fund	£000s
Care worker Payments	1,894
Statutory sick pay enhancement for Care workers	147
Business support grants	1,836
Self-isolation payments	1,002
Winter fuel pressures	476
Total	5,355

3.26 **Recommended use of 2021/22 Revenue surplus**

3.27 Irrespective of the impact of the Covid-19 pandemic the Authority was already dealing with underlying service pressures which resulted in £10.3m of pressures being accommodated within the 2021/22 budget, primarily consisting of:

- Pay and pension-related spending pressures in our schooling system;
- The increasing demand placed on children's social care services, adult social care and our children with additional learning needs budgets;
- Significant service pressures within the passenger transport unit and within recycling and waste and that look to ensure that the Council supports and sustains key service delivery;
- Investment that ensures that homeless people are provided adequate support, advice and accommodation in their time of need;
- An ongoing commitment to recognise and value the contribution made by the workforce and ensuring that local government staff are paid no less than the minimum wage set by the Living Wage Foundation, extending to the apprenticeship roles within the Council.

3.28 Despite this further investment, and that accommodated within the 2022/23 budget round, it is clear that demands upon services and operating models continue to be impacted as we move through and past the recovery phase of the pandemic, presenting significant further budgetary risks, notably:

- The pandemic has brought about Welsh Government policy change, significantly in the area of Homelessness, and where the funding picture still remains unclear;
- The continuing impact on the most vulnerable members of the County and the ongoing and additional support that this may require, notably in the areas of Social Care and Additional learning needs;
- Implications on demand levels for some of our income generating services such as Leisure facilities, Outdoor Education, Investment properties and Car parking;
- The risks presenting in the wider economic environment that are expected to place upward pressure on our pay budgets over the medium term;
- Supply chains continue to be radically disrupted.

3.29 It is also important to recognise the impact of the current economic environment with global economies having been hit hard by the pandemic, the impact of the ongoing conflict in Ukraine and the continuing resolution of Brexit agreements. All of these will inevitably impact on future public spending and Local Government settlements.

3.30 In particular as we look towards 2022/23, the inflationary environment and the cost of living crisis in our communities is of significant concern and the ongoing support for the most vulnerable residents in our County will be a key service consideration as we move forwards.

- 3.31 Given all of these uncertainties it remains difficult to identify the timing and quantum of investment required into the Council's key corporate priorities moving forward and also in responding to the wider national policy agenda commitments.
- 3.32 In considering all of the above and in apportioning the outturn position the future financial stability of the Council was considered, alongside the potential additional unknown costs that could occur in dealing with post Covid-19 recovery, whilst also giving financial resilience to service areas to deal with service pressures and the wider policy commitments that will shape future service delivery. In this regard the revenue surplus is proposed to be allocated to the following reserves:

Table 5: Reserves balances and proposed replenishment

Reserve	31st March 2021 £000's	31st March 2022 Draft £000's	Proposed replenish- ment £000's	31st March 2022 Final £000's
Council Fund (Authority)	(8,907)	(8,907)	(1,621)	(10,528)
Council Fund (School Balances)	(3,418)	(6,954)		(6,954)
Sub Total Council Fund	(12,325)	(15,861)	(1,621)	(17,482)
Earmarked Reserves:				
Invest to Redesign	(1,356)	(1,456)		(1,456)
IT Transformation	(854)	(931)		(931)
Insurance and Risk Management	(935)	(925)		(925)
Capital Receipt Generation	(416)	(365)		(365)
Treasury Equalisation	(590)	(590)		(590)
Redundancy and Pensions	(857)	(769)		(769)
Capital Investment	(627)	(627)		(627)
Priority Investment	(1,905)	(1,905)		(1,905)
Covid19 Reset Reserve: Social Care	0	0	(1,400)	(1,400)
Covid19 Reset Reserve: Homelessness	0	0	(1,400)	(1,400)
Covid19 Reset Reserve: Leisure income	0	0	(300)	(300)
Covid19 Reset Reserve: Pay inflation	0	0	(900)	(900)
Other Earmarked Reserves	(3,131)	(4,547)		(4,547)
Total Earmarked Reserves	(10,671)	(12,115)	(4,000)	(16,115)
Total useable revenue reserves	(22,996)	(27,976)	(5,621)	(33,597)

4 MOVEMENT IN SCHOOL BALANCES

Table 6: Movement in school balances

2021/22 School Balances Summary outturn position	Opening Reserves (Surplus) / Deficit £000's	In year Draw / (Contribution) £000's	Reserve Balances at 2021/22 Outturn £000's
Cluster			
Abergavenny	(1,158)	(987)	(2,145)
Caldicot	(1,091)	(1,075)	(2,166)
Chepstow	(349)	(346)	(695)
Monmouth	(794)	(1,074)	(1,869)
Special	(26)	(53)	(79)
Total	(3,418)	(3,536)	(6,954)

- 4.1 In a similar manner to the general revenue activities of the Council, 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 and this is included within the figures outlined in **Table 6** above.
- 4.2 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 has resulted in all but one of the schools carrying forward a surplus balance into the 2022/23 financial year. The movements in individual school balances are outlined in **Appendix 4** to this report.
- 4.3 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 out how they intend to spend the significant balances being held. These plans are assessed regularly and inform the budget monitoring process.
- 4.4 It is clear that the 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. It is expected that the additional funding made available to those schools will allow a period of transition and as to allow those underlying budgetary issues to be rectified without impacting on educational standards.
- 4.5 In specific relation to Chepstow Comprehensive, when the windfall Welsh Government grants are disregarded, it continues to mask a significant recurring budget deficit that has been brought about predominately due to the curtailing of any staff redundancy processes during the pandemic. These were pivotal to their recovery plans. This leaves the school comparably weaker than if they had executed their recovery plans as intended.

Consequently they do not now have the level of surplus balances that the other three comprehensive schools now have. The Authority will continue to work with and support the school to develop a sustainable budgetary position over the medium term.

5 CAPITAL BUDGET PROGRAMME OUTTURN

- 5.1 The capital expenditure outturn detailed in **Appendix 1** shows a net under spend of £1.139m against budget which can largely be attributed to specific grant funded schemes where the full grant allocation initially offered by funding partners was greater than the actual scheme costs required to deliver the schemes (£685k). This under spend does not release any capital financing for future use as the grant actually received matches the overall expenditure.
- 5.2 An additional surplus of £640k relates to under-utilisation of the capitalisation direction and primarily where redundancy costs incurred within the revenue budget (and which were eligible to be capitalised) were significantly lower than budgeted. This subsequently releases £640k of capital receipts back to reserve for future capital investment.
- 5.3 The remaining variance relates to vehicle acquisitions and within unsupported borrowing and leasing, where it was more cost-effective to the Authority to finance vehicle purchases from borrowing instead of leasing as initially budgeted. It is important to note that any variance in this budget is met in full by the service department from their existing revenue budget for vehicle fleet costs over the course of the vehicles life.
- 5.4 Members are asked to approve the slippage requests totalling £68.558m as shown in detail in **Appendix 5** to this report. The vast majority of the slippage requests are due in some degree to the delays encountered relating to the impact of Covid-19 and was very much outside of the control of the Authority, with two schemes (Asset Investment Fund and Abergavenny 3-19 School) accounting for two thirds of the total slippage.
- 5.5 The impact of Covid-19 on the capital programme has varied and is very much been dependent on the nature of the works being undertaken. Following initial delays on schemes during periods of operating restrictions, contractors adapted to revised working arrangements, although the wider indirect impacts of cost inflation and supply chain issues continue to present a challenge to project delivery. Some of these issues will be temporary, however it still remains unclear whether certain increases in cost inflation will be sustained over the medium term.
- 5.6 **Useable Capital Receipts Available**

Table 7: Useable Capital receipts forecast

	2021/22	2022/23	2023/24	2024/25	2025/26
	£000	£000	£000	£000	£000
Balance as at 1st April	9,581	9,030	11,904	11,818	10,873
Capital receipts used for financing	(1,880)	(4,264)	(1,294)	(1,194)	(1,094)
Capital receipts used to support capitalisation direction	(1,567)	(2,650)	(507)	(507)	(507)

Capital receipts Received or Forecast	2,896	9,788	1,715	756	104
Forecast Balance as at 31st March	9,030	11,904	11,818	10,873	9,376

- 5.7 The movement in capital receipts balances for the year is shown above. Whilst overall balances on the face of it are 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.
- 5.8 The clear focus for 2022/23 will be on securing the forecast receipts of £9.7m which will ensure the medium term position is stabilised, and until such time that further development potential opportunities are clarified both locally and nationally via the LDP framework.

6 OPTIONS APPRAISAL

- 6.1 This report provides an update on the financial situation and the challenges facing the Council now and over the medium term. It has been prepared at a time of great uncertainty as the Council still transitions from the emergency response phase of the Covid-19 pandemic towards a sustained period of recovery.
- 6.2 The outturn that has been prepared for consideration is predicated on assumptions that have been independently assessed by budget holders and subsequently reviewed as part of the budget monitoring process. These assumptions don't look to represent a policy position that Cabinet is looking to take on the future of service delivery. Rather they represent a reasoned assessment of the impact on services in year based on known information, anticipated future changes and estimates.
- 6.3 By far the greatest uncertainty that existed during the year was the level of Welsh Government hardship funding to be received to offset additional costs incurred in responding to the Covid-19 emergency response and the significant income losses that have resulted where services have ceased as a result of the enforced lockdown restrictions in place. This risk diminished during the year as a result of Welsh Government announcements of significant funding to support Councils through to the end of the 2021/22 financial year.

7 EVALUATION CRITERIA

- 7.1 Given the significant level of support that has been provided from the Hardship both in 2020/21 and 2021/22, there remains a significant budgetary risk for the Authority to carry into 2022/23 in light of a severely altered socio-economic landscape, a period of significant economic uncertainty, extended national policy commitments, and the continuing legacy impacts of the pandemic upon service delivery.
- 7.2 The update of the Medium Term Financial Plan (MTFP) and the development of the budget proposals for 2022/23 looked to consider this risk, alongside the wider and longer lasting indirect Covid-19 impact on Council services, particularly in the areas of

Homelessness, Children's services, Adult social care and Children's additional learning needs.

- 7.3 There remains significant latent and complex demands in these areas as a result of the ongoing societal impacts of the Covid-19 response and restrictions, and some of these impacts will take a significant period of time to unwind and the Council will therefore continue to engage in careful discussions with Welsh Government around the management of this in the medium term.
- 7.4 Welsh Government has helpfully provided indicative funding settlements on an all Wales basis of 3.4% and 2.5% respectively for 2023/24 and 2024/25. Whilst this provides a degree of funding certainty over the medium term, when coupled with the impact of the wider economic environment, pandemic recovery and taking into account the current demand led pressures on services, it is clear that future budget rounds will continue be challenging. Maintaining a sustainable level of reserve cover alongside targeted and effective reserve investment will ensure a degree of ongoing financial resilience to the Council.

8 REASONS:

- 8.1 To provide Members with the results of the revenue and capital budget positions for the 2021/22 financial year.
- 8.2 To ensure that the gravity of the financial challenges facing the Council now and over the medium term are understood and that reasonable actions are being taken to safeguard the ongoing financial sustainability of the Council.

9 RESOURCE IMPLICATIONS:

- 9.1 The resource implications of the revenue and capital outturn are contained in this report and the attached appendices. The overall surplus on the revenue budget has enabled a strategy of reserve replenishment which ensures a degree on financial resilience as we move into a further period of significant financial and economic uncertainty.
- 9.2 The financial challenges and risks facing the Council as part of the recovery from the pandemic and the wider economic picture and its impact upon service delivery will be significant over the medium term financial plan. Not just for this Council but all councils across Wales and the UK. Options to mitigate these risks are limited with recourse to draw on the Council Fund, specific earmarked reserves and useable capital receipts. Replenishment of these reserves as part of the recent budget outturns has been critical to ensuring the ongoing financial sustainability of the Council.

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

- 10.1 This report provides Members with information on the revenue and capital outturn position of the Authority and carries no decisions. There are therefore no equality of future generations' implications directly arising from this report.

- 10.2 Any such impacts will be fully considered subsequently when Council receives further budget proposals.

CONSULTEES:

Senior Leadership Team
Performance & Overview Scrutiny Committee
Cabinet

BACKGROUND PAPERS:

Appendix 1 – Revenue and capital outturn report including school balances
Appendix 2 – Progress made against mandated savings
Appendix 3 – Capitalisation directive schedule
Appendix 4 – Movement in individual school balances
Appendix 5 – Capital slippage schedule

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Overall Revenue Position

Table 1: Council Fund 2021/22 Final Outturn Summary Statement

Service Area	Original Budget 2021/22	Budget Adjustments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ M9	Variance M9 to Outturn
	'000's	'000's	'000's	'000's	'000's	'000's	'000's
Social Care, Health & Safeguarding	52,825	(182)	52,643	52,657	14	28	(14)
Children & Young People	56,526	(47)	56,479	57,493	1,014	1,128	(114)
Communities & Place	21,884	(765)	21,119	19,523	(1,596)	47	(1,643)
MonLife	3,951	17	3,968	3,623	(345)	430	(775)
Chief Executives Unit	2,912	(100)	2,812	2,676	(136)	(160)	24
People & Governance	3,383	447	3,830	3,542	(288)	(179)	(108)
Resources	7,236	(2,272)	4,964	4,293	(671)	38	(709)
Corporate Costs & Levies	23,414	858	24,271	22,937	(1,334)	(692)	(642)
Net Cost of Services	172,130	(2,045)	170,085	166,744	(3,341)	640	(3,982)
Appropriations	5,836	2,259	8,095	7,674	(421)	(400)	(21)
Expenditure to be Financed	177,966	214	178,180	174,418	(3,763)	240	(4,003)
Financing	(177,966)	(214)	(178,180)	(180,038)	(1,858)	(550)	(1,308)
Net General Fund (Surplus) / Deficit	0	0	0	(5,621)	(5,621)	(310)	(5,311)

Table 2: Council Fund 2021/22 Final Outturn Detailed Statement

Service Area	Original Budget 2021/22	Budget Adjust ments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ M9	Variance M9 to Outturn
	'000's	'000's	'000's	'000's	'000's	'000's	'000's
Adult Services	8,341	(81)	8,261	8,431	170	(4)	174
Children Services	16,147	(85)	16,061	16,595	534	397	137
Community Care	24,386	(43)	24,342	24,070	(272)	(67)	(205)
Commissioning	1,431	(37)	1,394	1,163	(231)	(155)	(76)
Partnerships	436	0	436	436	(0)	(0)	0
Public Protection	1,523	18	1,541	1,372	(169)	(115)	(54)
Resources & Performance	560	47	607	590	(17)	(27)	10
Social Care, Health & Safeguarding	52,825	(182)	52,643	52,657	14	28	(14)
Individual Schools Budget	46,488	43	46,531	46,503	(28)	(29)	1
Resources	1,167	(91)	1,076	1,073	(3)	8	(11)
Standards	8,871	1	8,872	9,917	1,045	1,149	(104)
Children & Young People	56,526	(47)	56,479	57,493	1,014	1,128	(114)
Enterprise, Housing & Community Animation	3,024	(61)	2,963	2,715	(248)	236	(484)
Facilities & Fleet Management	5,487	(54)	5,433	4,992	(441)	(4)	(437)
Neighbourhood Services	11,233	(196)	11,037	10,749	(288)	(368)	80
Placemaking, Highways & Flood	2,140	(454)	1,686	1,067	(619)	183	(802)
Communities & Place	21,884	(765)	21,119	19,523	(1,596)	47	(1,643)
Countryside & Culture	1,422	(0)	1,422	1,361	(61)	92	(153)
Finance & Business Development	1,735	23	1,758	1,561	(197)	(107)	(90)
Leisure, Youth & Outdoor Adventure	794	(6)	787	701	(86)	446	(532)
MonLife	3,951	17	3,968	3,623	(345)	430	(775)
Policy, Scrutiny & Customer Service	2,912	(100)	2,812	2,676	(136)	(160)	24
Chief Executives	2,912	(100)	2,812	2,676	(136)	(160)	24

Service Area	Original Budget 2021/22	Budget Adjust ments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ M9	Variance M9 to Outturn
Democratic Services	2,424	(54)	2,370	2,251	(119)	(85)	(34)
Emergency Planning	152	0	152	152	(0)	(0)	0
People	807	501	1,308	1,139	(169)	(94)	(75)
People & Governance	3,383	447	3,830	3,542	(288)	(179)	(108)
Finance	3,339	(970)	2,369	1,720	(649)	(325)	(324)
Information, Communication Technology	3,029	(813)	2,216	2,194	(22)	(21)	(1)
Commercial & Corporate Landlord	868	(489)	379	379	0	384	(384)
Resources	7,236	(2,272)	4,964	4,293	(671)	38	(709)
Precepts & Levies	21,362	0	21,362	21,376	14	13	1
Coroner's	147	0	147	191	44	(0)	44
Archives	182	0	182	182	(0)	(0)	0
Corporate Management	339	0	339	(74)	(413)	(94)	(319)
Non Distributed Costs (NDC)	643	0	643	648	5	62	(57)
Strategic Initiatives	(836)	823	(13)	(1,018)	(1,005)	(676)	(329)
Insurance	1,578	34	1,612	1,632	20	3	18
Corporate Costs & Levies	23,414	858	24,271	22,937	(1,334)	(692)	(642)
Net Cost of Services	172,130	(2,045)	170,085	166,744	(3,341)	640	(3,982)
Fixed Asset Disposal Costs	30	0	30	234	204	171	33
Interest & Investment Income	(134)	0	(134)	(303)	(169)	(69)	(100)
Interest Payable & Similar Charges	3,736	0	3,736	3,399	(337)	(403)	66
Charges Required under Regulation	6,404	0	6,404	6,391	(13)	(11)	(2)
Other Investment Income	0	0	0	(15)	(15)	(2)	(13)
Borrowing Cost Recoupment	(3,619)	0	(3,619)	(3,710)	(91)	(85)	(6)
Contributions to Reserves	195	1,554	1,750	1,750	(0)	(0)	0
Contributions from reserves	(777)	519	(257)	(257)	0	(0)	0

Service Area	Original Budget 2021/22	Budget Adjust ments	Revised Annual Budget	Actual Outturn	Actual (Under) / Over Spend @ Outturn	Forecast (Under) / Over Spend @ M9	Variance M9 to Outturn
Capital expenditure financing	0	185	185	185	0	(0)	0
Appropriations	5,836	2,259	8,095	7,674	(421)	(400)	(21)
Expenditure to be Financed	177,966	214	178,180	174,418	(3,763)	240	(4,003)
General Government Grants	(69,465)	(214)	(69,679)	(71,049)	(1,370)	0	(1,370)
Non Domestic Rates	(32,018)	0	(32,018)	(32,018)	(0)	0	(0)
Council tax	(83,636)	0	(83,636)	(84,190)	(554)	(650)	96
Council Tax Benefit Support	7,152	0	7,152	7,219	67	100	(34)
Financing	(177,966)	(214)	(178,180)	(180,038)	(1,858)	(550)	(1,308)
Net General Fund (Surplus) / Deficit	0	0	0	(5,621)	(5,621)	(310)	(5,311)

DIRECTORATE – DIVISION VARIANCE COMMENTS

SOCIAL CARE, HEALTH & SAFEGUARDING DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	1,665	1,181	28	14

SOCIAL CARE, HEALTH & SAFEGUARDING DIRECTOR'S COMMENTARY:

Overall a closing 2021/22 position of £14k over spend, against a circa £53m budget is a good outcome, especially operating under extreme pressures brought about by the COVID pandemic, challenges of managing an ageing population, the need for more high cost care packages for children and younger adults, as well as the well-publicised difficulties in the health and social care sector.

Underpinning the outturn position are some £4m+ grants and funding assistance, of which £3m are one off payments from Welsh Government, as well as one off Intermediate Care funding from Health. If these funds were not made available, the outturn position would be more in the region of £4.5m adverse, coupled with closing unmet need weekly hours in Adult care of 1,860. Given this, the positive outturn position achieved this year should not mask the underlying significant resource challenges ahead.

On a more positive note, Children Looked After numbers have stabilised at a closing number of 208, we have successfully navigated the service through the COVID pandemic, supporting our care providers, managing the number of Welsh Government initiatives and our Public Protection service leading up Track, Trace and Protect.

There are a significant number of staff vacancies currently being carried within services, however these are one-off in nature and the resource gap is currently being filled by external agency whilst work is actively ongoing to fill these posts and to ensure suitable and sustainable structures are in place after an extended period of disruption.

Adult Services

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	289	629	(4)	170

Additional recruitment of carers, over and above budget, into our in house care at home service to facilitate additional packages of care.

Children Services

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	1,127	695	397	534

Even with reducing CLA numbers, new children have required high cost residential placements as a result of increased complexity, as opposed to those leaving which have been more in the lower cost fostering/kinship/family placements, accounting for £346k of the over spend.

A recent legal case has led to the need for the directorate to pay kinship carers in line with foster carer rates, along with the increase in payment to foster carers due to increasing skills training, along with increased fostering placements, producing £329k of the over spend. Legal costs associated with court proceedings accounting for £154k of the over spend, with the remaining £47k within staffing budgets.

There are £150k of compensating savings through the delayed recruitment to the Head of Children's Services post, reduced partner contribution into the Youth Offending Service and reduced contracted

transport costs achieved due to the pandemic, and £192k as a result of delayed implementation of the partnership accommodation project.

This service area has benefited by reducing it's in year costs by £1,789,000 from one off ICF funding and various Welsh Government grants and funding assistance.

Community Care

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	397	95	(67)	(272)

The over spend in the South of the County in our Chepstow Integrated team resulting from increased care packages. However one off ICF funding, the Social Care Sustainability Grant, the new Social Care Recovery fund and a one off injection from Welsh Government to cover Social Care over spends have helped to offset the potential over spend by £3m.

Commissioning

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'s	(134)	(162)	(155)	(231)

Ongoing vacant Commissioning Officer post and due to the continued closure of day facilities transport, costs are lower than budget.

Partnerships

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	0	0	0

No variances

Public Protection

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'s	2	(60)	(115)	(169)

Due to delayed recruitment into vacant posts.

Resources & Performance

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(16)	(16)	(27)	(17)

Vacant post within the Finance team.

CHILDREN & YOUNG PEOPLE DIRECTORATE

	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	832	1,262	1,128	1,014

CHILDREN & YOUNG PEOPLE DIRECTOR'S COMMENTARY:

The Directorate's Outturn position is an over spend of £1,014k, which can mainly be attributed to ALN. The detail of this can be found below, in the Standards section.

This pressure has been forecast throughout the financial year and the pressure on the budget is expected to continue into 2022-23 and was subsequently added as a budgetary pressure during the 2022-23 budget process.

Individual Schools Budget

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	166	(29)	(28)

Back pay due to school staff is less than anticipated and there is an under spend on Covid-19 expenses from the 2020-21 grant.

Resources

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	3	18	8	(3)

The decrease in over spend is due to staff cost savings within the service.

Standards

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	829	1,078	1,149	1,045

The below over spends have impacted the service during the financial year:

Recoupment decreased by (income received from other LA's)	£227,000
Independent placement costs overspent	£195,000
Other LA placement costs overspent	£228,000
Additional support for pupils attending our schools overspent	£381,000
Breakfast Club reduction in income & increased costs	£42,000
Deri View SNRB/Virtual School Staff & Overmonnow SNRB	£63,000

These have been partially offset by the following savings:

Staff cost savings in Psychology Service	(£20,000)
Recent Early Years grants released to cover staff costs	(£26,000)
ALN Management Grant released to cover staff costs	(£50,000)

COMMUNITIES & PLACE DIRECTORATE

	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	2,470	913	47	(1,596)

COMMUNITIES & PLACE DIRECTOR'S COMMENTARY:

The Communities and Place directorate has returned a £1.596m under spend in 2021-22.

The directorate received over £4.28m of Covid-19 funding during 21-22, which has covered in full our main pressures found within Homelessness (B&B and Security costs), Car Parking (loss of P&D and PCN income) and Waste (Staff cover and vehicles).

The non-Covid-19 related under spend of £1.596m is considerable, all departments have under spent with contract savings, improved income and staff vacancies being the main reasons. In respect of staff vacancies, work is actively ongoing to fill these posts and to ensure suitable and sustainable structures are in place following a period of sustained disruption to service delivery.

It is unlikely that the other savings will re-occur in 22-23 as some have already been built in as part of the MTFP (contract savings) or were a one-off contribution (windfall grants).

More detailed explanations and the reason for the overall improvement in non-Covid-19 related variance of £685k from month 9 will be explained in detail in the sections below.

Enterprise, Housing & Community Animation

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	1,143	534	235	(248)

Enterprise, Housing & Community Animation has returned a £248k under spend, this is mainly due to:

- **Business Growth & Enterprise** – £52k under spend – Mainly in our Employment & Skills service where we were able to claim budgeted core costs against WEFO grant funding. The availability of funding is not confirmed until year end so this under spend could not be factored into earlier reporting periods.
- **Communications** – £6k under spend – improved income generation in the last quarter has pushed this service into an under spend, the level of which was not known at M9 and is the reason for the £12k swing in performance.
- **Community & P/Ships development** - £71k under spend – mainly due employee under spends as the service was able to claim core staff costs against grant funding and the capitalisation directive. The level of available grant funding was not known at M9 and is the reason for the £37k improvement in outturn position.
- **Housing** - £75k under spend, this can be broken down into these main areas:
 - **Homelessness** – £37k under spend – All Covid related expenditure (£2.2m) has been covered by WG Covid fund in 21-22. The remaining net under spend is mainly due to staff vacancies and a small reduction in premises costs.
 - **Sewage Treatment Plants** - £19k over spend – Delays in NRW decision to approve a replacement system at Shirenewton has meant that the plant still needs to be emptied on a regular basis to avoid leaks.
 - **Social Housing Grant** - £60k over spend – Change in grant T&Cs meant that core staff costs were no longer claimable causing a budget pressure.
 - **Shared Housing & Private Leasing** - £97k net under spend - Rental income within Shared housing and Private leasing has exceeded budget in 21-22 creating a bottom-line under spend.
 - **Careline** - £22k under spend – Mainly due to reductions in equipment spend and income increase from recharges to other LAs.
- **Enterprise Management & Procurement** - £42k net under spend – Mainly due to employee savings as not all posts have been appointed within the new Strategic Operations team.

The improvement in forecast position from Month 9 can mainly be attributed to the receipt of Covid-19 funding in the 4th quarter of the year. The non-covid related improvement for the department between Month 9 and 12 was £51k and is mainly due to the ability to fund core staff costs from grants late in the year.

Homelessness remains a particular concern, all costs incurred in 21-22 were covered by the Covid Hardship fund but this ended in March. WG will continue to provide financial assistance but at a reduced level so if activity remains the same as 21-22 then there is potential for a significant budget pressure in 22-23.

Facilities & Fleet Management

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	551	437	(4)	(441)

Facilities & Fleet management have underspent by £441k, due to:

- **Schools Catering** – £144k under spend – Covid 19 funding has supported losses caused by the pandemic and alongside improved meal uptake has meant that we have been able to maintain our income at pre-pandemic levels, in addition we have seen a number of staff vacancies during the year that have reduced employee costs – this has meant that the service has come in under budget. We were not able to accurately forecast income levels until quarter 4 and is the reason for the £144k improvement from Month 9.
- **Building Cleaning & Public Conveniences** - £92k under spend – mainly due to improved income generation due to contracts coming back in-house, a reduction in rates & utilities in public conveniences and a reduction in equipment costs. We were able to claim some staff costs back via the covid hardship fund – this was not known at M9 and along with the improvement in income is the reason for the £92k swing at outturn.
- **Passenger Transport** – £458k under spend – this is a favourable variance from month 9 of £189,000 and is mainly due to us not needing to utilise the contingency on external contracts, we saw very few hand backs in the last quarter in comparison to the first three quarters of the financial year – in addition we were holding back a contingency of £100k on external contracts at month 9 for expected cost of living price inflations, these were finally agreed to be paid from the 1st April so no in-year impact on 21-22. The section has also received additional BES funding to mitigate the gross contract costs of £60,386, this additional grant was unknown at month 9.
The likelihood of this underspend re-occurring in 22-23 is low, the service bottom line benefited from Covid due to income loss being covered but also by our contractor payments reducing to 75% when the schools were closed, this had a positive impact on our budget that will not happen in the new year. In addition expected inflation increases on contracts were delayed until 1st April, this helped 21-22 outturn figures but the service will now have to bear these in the new financial year.
- **Fleet Maintenance** - £224k over spend – The cost of maintaining the authority's fleet has exceeded available budget by £211k. In addition, the number of members of the car salary sacrifice scheme have reduced meaning savings are below budgeted levels by £13k.

The outturn position has improved by £437k from month 9, this can be attributed to the receipt of covid funding in quarter 4 but also to improvements in non-covid areas such as :-

- Catering & Cleaning - £236k improvement – income levels could not be accurately predicted until late in the year so prudent forecasts were put in for earlier reporting periods.
- Passenger Transport - £189k improvement – expected external contract spend did not hit expected levels due to a reduction in contract hand backs and the need not to use a contingency held back for contract inflation.

Neighbourhood Services

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	346	(185)	(367)	(288)

Neighbourhood Services underspent by £288k, this is due to:

- **Highways, SWTRA & Streetlighting** – £89k under spend - This is mainly due to Streetlighting (£124k), the LED replacement programme is now complete and the resultant reduction in KWH output means our energy costs have reduced below budget. We have also seen a saving in our maintenance budget as our Havard monitoring costs have reduced. This has been partially offset by an over spend in Highways Operations of £20k due to a potential backdated pay adjustment and a £7k over spend in SWTRA & External Clients due to increased maintenance spend on Wonastow Road Pumping Station in Monmouth.

- **Waste & Street Scene** - £198k under spend – we had forecast in previous reporting periods the possibility of a non-covid-19 related under spend in Waste & Street Scene and it has materialised at year end. The main reasons for this is an under spend on the HWRC transfer station contract due to a move to a new provider and the buoyancy of the recycle market, in addition the planned investment into depot infrastructure in the South of the county did not take place due to the lack of suitable site availability to house recycling and waste fleet which reduced expected service expenditure in 21-22. Outturn is a little lower than originally forecast due to lower than expected income in Grounds and a late adjustment in the accounts to reflect a potential backdated pay issue.

Placemaking, Highways & Flood

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	430	127	182	(619)

Placemaking, Highways & Flood has underspent by £619k, due to:

- **Planning & Building Control** – £47k under spend – Building Control has come in on budget, this is because the forecast shortfall in income has been covered by WG Covid-19 funding. Planning has returned a £47k under spend, this is due to an increase in planning income as a large site application came in at the end of quarter 4. This was not known at M9 and is the reason for the improvement in outturn position.
- **Planning Policy & LDP** – £167k under spend – The delay in the LDP means that there has been a marked reduction in spend on professional & specialist fees in 21-22, the level of drop-off could not be quantified at M9 and is the reason for the £167k improvement at outturn.
- **Car Parks** - £90k over spend – Mainly due to over spends in expenditure and primarily transport, premises & software costs. All pandemic income losses have been covered by the WG Covid-19 grant.
- **Highways Management & Flooding** - £503k under spend – The service overall has a number of staff vacancies that they have struggled to fill during the year but which are being actively advertised. The resource gap is currently being filled via external expertise but it is hoped that the service will return to a more sustainable footing in the near term following a period of significant disruption. In addition income levels have improved in Quarter 4 and we have seen a marked increase in Road Closure income and recharges to grant schemes.

The improvement in outturn position since month 9 of £801k is down to a number of elements :-

- The receipt of Covid-19 funding in Quarter 4.
- Better than expected income in Planning and Highways & Flooding.
- The delay in filling vacant posts that have increased staff under spends.

MONLIFE DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	3,010	1,228	430	(345)

MonLife DIRECTOR'S COMMENTARY:

The MonLife Directorate has returned a £345k under spend in 21-22.

The directorate received over £2.121m of Covid-19 Income loss funding during 2021-22, which mainly supported our leisure services along with £78k of Covid-19 Hardship funding to support additional expenditure.

The non-Covid-19 related under spend of £345k is considerable and across all departments, the majority of this under spend is due to staff vacancies, and improved grant income. In respect of staff vacancies, work is actively ongoing to fill these posts and to ensure suitable and sustainable structures are in place following a period of sustained disruption to service delivery.

A more detailed explanation for the overall improvement from month 9 will be explained in detail in the sections below.

(Monlife) Countryside & Culture

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	54	72	92	(61)

Countryside & Culture has underspent by £61k, this is due to:

- **Museums** - £2k over spend – our sites have had limited opening this year due to the pandemic resulting in a loss of income from retail sales and event income, £78k has been funded by the WG Covid-19 fund which mitigates the impact of this loss of income resulting from the pandemic.
- **Learning** - £10k over spend – reduced income as the service hasn't been able to fully deliver programmes and events as planned due to the pandemic. The section has received £19k WG Covid-19 funding to help mitigate the loss of income.
- **Countryside** - £35k under spend and the section has received £10k of WG Covid-19 funding to offset the loss of income due to the pandemic.
- **Play** - £42k under spend - the section has received additional unbudgeted grants
- **Tourism** - £4k over spend – sections inability to achieve employee related savings and slightly higher than expected supplies and services.

The improvement in outturn position since month 9 of £153k is down to a number of elements-

- The receipt of Covid-19 funding in Quarter 4
- Additional Grants

(Monlife) Finance & Business Development

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	8	(107)	(197)

Finance & Business Development has under spend by £197k, this is due to:

- **Attractions** - £84k under spend – due to senior staff savings in attractions management and overtime savings in our TICs, the section has received £141k in WG Covid-19 funding to help offset the loss of income at both the Castle and Old Station Tintern.
- **Leisure Services Management** - £128k under spend – due to savings from staff vacancies due to delays in filling posts.

- **Business Support, Sales & Marketing** - £14k over spend – mainly due to a reduction in grant funding and higher than anticipated supplies and services.

The improvement in outturn position since Month 9 of £91k is down to a number of elements-

- The receipt of Covid-19 funding in Quarter 4.

Further staff savings due to delays in filling vacant posts.

(Monlife) Leisure, Youth & Outdoor Adventure

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	2,956	1,148	445	(86)

Leisure, Youth & Outdoor Adventure has underspent by £86k, this is due to:

- **Leisure Services** - £49k under spend - Leisure Centres were able to reopen during the year but remained affected by the pandemic, we have seen high levels of membership cancellations and reductions in general bookings with some memberships remaining frozen, the WG Covid-19 fund has supported this loss of income with the section receiving £1.404m in funding during 21-22.
- **The Outdoor Adventure Service** - £9k under spend – Covid-19 Restrictions have impacted on residential visits for schools, significant impacting on income with no visits between April and August and limited bookings for the rest of the financial year, customers remained hesitant about returning, although the service is hopeful that as confidence returns that income levels will improve through to year end. These income losses were supported by the WG Covid-19 fund with the section receiving £469k of funding during 21-22.
- **Sports Development** - £27k under spend – The sections ability to attract a wide range of funding allowed them to deliver the necessary services and under spend by £27k.

The improvement in outturn position since month 9 of £531k is down to a number of elements-

- Mainly the receipt of Covid-19 funding in Quarter 4.
- Additional grants

CHIEF EXECUTIVES UNIT DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	53	(41)	(160)	(136)

HEAD OF POLICY, PERFORMANCE AND SCRUTINY COMMENTARY:

The Chief Executive's department underspent by £136k. This has primarily resulted from increased third party income in community education which could not be fully utilised as a result of the pandemic and which needed to be set aside in case it was clawed-back. An additional factor in the under spend is a delay in implementing a new telephony system which is being procured as part of a collaborative arrangement.

The overall under spend position masks over spends in Welsh language translation and difficulty achieving income targets in community hubs, including the operation of the Post Office in Usk which, like most similar operations, operates at a loss but delivers significant community benefits.

Policy, Scrutiny & Customer Experience

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	53	(41)	(160)	(136)

Policy, Scrutiny & Customer Experience has under spent by £136k, this is mainly due to:

- **Community Education** - £226k under spend – this is due to improved external partner income that has been carried forward from 2020-21 and a further grant windfall that came in late in the year, both of which have helped offset core service costs. These have been part offset by increased lecturer costs.
- **Contact Centre** - £47k under spend – due to budget savings because of the delay in the implementation of a new telephony system.

Offset by:

- **Community Hubs** - £104k over spend – caused by a shortfall in library and room hire income due to unachievable income budgets (£42k), the inability to make staff vacancy savings (£31k) and additional spend within Caldicot hub (£30k) – this spend is linked with the Adult Ed grant and is offset by under spends reported above. The income targets have been removed from the 22-23 budget making this service area more sustainable.
- **Corporate CEO** - £15k over spend – due to inability to meet staff vacancy factor saving and an increase in license costs.
 - **Policy & Partnerships** – £18k net over spend, this is mainly due to an over spend in Welsh Language translation costs of £66k due to a significant increase in translation requirements offset by a £50k under spend in Improvement due to staff vacancies.

The £24k adverse variance from Month 9 is mainly due to:

- Welsh Language - £29k additional translation costs not known at Month 9.

PEOPLE & GOVERNANCE DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(8)	(176)	(179)	(288)

PEOPLE & GOVERNANCE DIRECTOR'S COMMENTARY:

People & Governance has returned a £288k under spend. It has been the first year of this new Directorate and it has seen the retirement of two people in management positions and a delay to the implementation of the major systems deliverables that are priorities for the Directorate. It is anticipated that there will not be a repeat of this under spend once the new structures and systems are in place. Similarly, the land charges income has eclipsed expectations as a result of the boom in house purchases during CV.

Democratic Services				
Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(8)	(122)	(84)	(119)

Democratic Services has under spent by £119k, this is due to:

- **Members Costs** - £8k under spend - savings in mileage and allowance claims due to more agile attendance of meetings has been offset by an increase in staff and advertising costs. Member equipment refresh has been fully funded by grant and reserve contributions.

- **Electoral Management** – £33k under spend – The service received late settlement figures from Central & Welsh Government for previous elections, this income was higher than expected so has helped push the service into an under spend at year end.
- **Committee Section** – Break-even – reported an £18k over spend at Month 9 but funding received to cover apprentice costs in Quarter 4 has moved the service back to on budget.
- **Legal Services** - £37k under spend – staff savings resulting from the delay of the employment lawyer
- **Land Charges** - £48k under spend – this is because of increased search income and savings from a staff vacancy.

Emergency Planning

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'s	0	0	0	0

Emergency Planning have returned a break-even budget.

People

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(62)	(94)	(169)

- **People Services** - £153k under spend – due to a senior staff vacancy in People Management, an £18k under spend in Occupational Health due to a reduction in demand and a £50k under spend in HR due to a delay on the implementation of a new recruitment system.
- **Corporate Training** – £15k under spend – due a small staff saving resulting from a delay in filling a post and an increase in external training income.
- **Organisational Development** – overspent by £8k – increase in staff costs as a post has gone from part-time to full time.

The £75k improvement from Month 9 can be attributed to the delay in filling the posts in People services and Training and the delay in system implementation in HR.

RESOURCES DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	1,107	1,504	38	(671)

RESOURCES DIRECTOR'S COMMENTARY:

The Resources directorate has returned a £671k under spend in 2021-22.

The under spend whilst significant was in part driven by vacancies held during the year and that contributed to assist in mitigating the wider Council budget pressures reported during the year. Vacancy savings are one-off as posts are subsequently filled as part of delayed restructuring needing to be completed within finance and landlord services. Work is actively ongoing to fill these posts and to ensure suitable and sustainable structures are in place after an extended period of capacity constraints that have impacted on service delivery.

Other savings have resulted from one-off late receipt of grant from Welsh Government and additional income across a number of departments that had not been anticipated at month 9.

A review will be undertaken ahead of the first formal reporting at month 4 to identify scope for recurrent

savings to be achieved and that if identified will be brought forward to support future budget savings.

More detailed explanations and the reason for the overall improvement in non-Covid-19 related variance of £709k from month 9 will be explained in detail in the sections below.

Finance

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	756	760	(325)	(649)

Finance has underspent by £649k, this is mainly due to:

- **Revenues** - £275k under spend, this is due in the main to:
 - **Housing Benefits** - £2k over spend - The small over spend at outturn reflects the net overall position once all grants and funding has been accounted for. The position continued to improve into year-end following the decision for Monmouthshire to retain the administration funding associated with the Winter Fuel scheme (this was due to be transferred to the Shared Revenues and Benefits service based in Torfaen).
 - **Council Tax** - £27k over-spend – There was a £60,000 over spend against salary costs as the budget has been vired to other service areas pending the finance restructure. This over spend was offset by £34,000 one off unexpected income following news in January 2022 that local authorities were to be reimbursed for overpaid magistrate court fees paid for council tax liabilities between April 2014 and July 2018.
 - **Debtors and Charity relief** - £272k under spend – This is made up of £144,000 administration funding that was released by Welsh Government in January 2022 for the latest round of business grants and an under spend of £126,000 as the money set aside for NDR support was not utilised.
- **Finance** - £273k under spend – This is as a result of senior staff vacancies within Central Finance and the Departmental Management Team that have not been filled during 21-22.
- **Audit** - £20k under spend – This is due to staff vacancy savings.
- **Cashiers** – £29k over spend – The delay in fully implementing the decision to remove cheques has meant we have been unable to achieve the £20,000 staff saving that was carried over in the budget from 2020/21. Also there has been an increase of £18,000 in card payment fees, as more customers have moved to making payments themselves either online or by automated telephone. These over spends have been partially offset by a £9,000 savings against the security carrier contract, as not all services were operating at normal activity levels in 2021/22.
- **Financial Systems & Support** - £58k under spend - The staffing budget under spent by £18,000 as there were some unfilled vacancies in the team. There was also a £40,000 under spend against the system development budget. Of which £24,000 relates to the decision to move away from Oracle, the remaining £16,000 were in year savings resulting from delays in the planned upgrade to Business World. Additional income of £4,000 for procurement card fees was also received.
- **Payroll** – £82k under spend – Staff savings due to the retirement of a senior post plus further savings from delays in filling vacant posts.

The outturn position has improved by £325k since month 9, this can be attributed mainly to the receipt of income in Quarter 4 that was not known in December such as the late Covid Business support funding in Charity Relief and the reimbursement of overpaid magistrates costs in Council Tax, in addition delays in filling vacant posts will have pushed the under spend up further.

Information, Communication & Technology

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(17)	(21)	(22)

ICT has under spent by £22k mainly due to our SRS contribution for 2021-22 coming in under available budget and savings in cyber security where we have brought the service in-house reducing costs to external provider.

Commercial & Corporate Landlord

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	352	754	384	0

Commercial & Corporate Landlord has returned a balanced budget for 2021-22. This is due to:

- **Investment Properties** – £296k over spend – this is broken down into 2 main areas:
 - Newport Leisure Park & Castlegate Business Park – with the legitimate help of the WG Covid-19 fund we were able to maintain our rental figures at pre-pandemic levels – this subsequently results in actual income outperforming budgets by £302k (£177k NLP) and (£125k Castlegate) – this surplus has been transferred to the investment properties reserve.
 - Control Account Adjustment - £296k over spend – there was a requirement during the year to adjust for a control account imbalance which was raised during the 2020/21 financial accounts external audit. This issue has now been rectified and the over spend has been covered by other under spends within the department.
- **Landlord Services** - £104k under spend – mainly due to staff vacancies of £120k caused by delays in filling vacant posts offset by a small increase in premises and supplies & services costs (£5k) and a net loss on office rental due to vacant premises (£10k).
- **County Farms** - £32k over spend – due to additional consultant costs associated with dilapidation surveys and a reduction in rental income due to a reduction in tenants.
- **Cemeteries** - £31k under spend – due to improved income through the latter part of the year.
- **Industrial Units** - £15k under spend – reported a break-even position at month 9 but income has improved in the last quarter due to vacant units being filled.
- **Shared Accommodation** - £24k over spend – this is due to a bad debt adjustment that was not known at Month 9 and a reduction in rental due to vacant properties.
- **Solar Farm & Sustainability** - £108k under spend – we have seen savings on premises and supplies & services costs but the main reason is an improvement in income as the energy crisis has meant export tariffs have increased, this has meant that income from our Solar Farm and PV installations has exceeded budgeted targets.
- **Markets** - £50k over spend. Mainly due to premises and waste disposal cost increases.
- **Property Services** - £140k under spend. This can be split into 3 main areas:
 - **Accommodation** - £92k net over spend – mainly due to increases in building maintenance across our council offices and additional building supervisor costs.
 - **Corporate Building Maintenance** - £135k under spend – Previously reported as break-even this service area is now reporting £135k under spend, we were able to move school

related spend across to grant funding that was provided by WG late in the year for School Refurbishment and Free School Meals. This was not known until Quarter 4 and is the reason for the large improvement in outturn position.

- **Property & Office Services** - £98k under spend. Reporting an over spend at month 9 the position has now improved due to project income coming in higher than expected for the year, staff savings improving due to vacant posts, under spends in photocopying and postage and an improved under spend in telephony as call costs were not as high as originally projected.

The outturn position for the division has improved by £381k from month 9, and can be attributed to :-

- The receipt of Covid-19 funding in Estates in quarter 4.
- Increased income in Property Services, Solar Farm, Cemeteries and Industrial units that was not known at Month 9.
- The late award of grant that allowed us to move school maintenance costs creating an under spend in Corporate Building Maintenance.

The delay in filling vacant posts increasing staff under spends.

CORPORATE COSTS & LEVIES DIRECTORATE

	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	21	(132)	(692)	(1,334)

Precepts & Levies

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	13	13	13	13

The National parks levy was notified after budget was produced – an increase in levy of circa 10% was seen based on increased staff and project work required

Coroners Services

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	0	0	44

During the year, the coroners' service has been engaged in an investigation into care homes, which involved unbudgeted costs. This, along with increased post mortem costs has resulted in additional cost being recharged to partners.

Corporate Management

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(24)	(68)	(94)	(412)

Primarily due to:

- The release of a bad debt provision in relation to the SRS financial administration whereby it was originally estimated that there may be a bad debt burden upon transfer of the administration to TCBC, but which has not materialised (£86k)
- Business rate refunds in relation to the revaluation of Council owned properties (£232k)
- A larger than expected distribution from the Greater Gwent Crematorium arrangement as some reserves have been used to top up the overall level of surplus achieved (£83k)

Non-Distributed Costs

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	32	62	62	5

Additional pension strain costs of circa £50k were notified after the budget was set. These costs reflect the additional payment the Council need to make to the pension fund when an employee is permitted to leave employment prior to their normal pensionable age and wishes to immediately draw on their pension.

This has been offset by lower than budgeted contributions in respect of legacy pension contributions relating the former Monmouth Borough Council & Gwent County Council which are administrated outside of the main Local Government pension scheme.

Strategic Initiatives

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	837	(676)	(1,005)

Primarily due to the notification of an unbudgeted grant of £1.019m from Welsh Government in relation to the reduction in Council tax collection rates during the period.

Insurance

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(140)	3	20

Primarily due to savings in premium costs for the year of £35k, savings in professional fees of £34k, and a saving in settlement expenditure. This has been offset by an uninsured settlement of circa £200k in respect of a repairing obligation to the former Usk grammar school foundation trust for a former property owned by the trust and occupied by MCC.

APPROPRIATIONS DIRECTORATE

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(93)	(400)	(447)

The Appropriations budget surplus has increased by £47k from that forecast at month 9 to end in a surplus position of £447k. Whilst this represents a pleasing outcome, towards the end of the year the uncertainty in the UK and global economies grew considerably, with interest rate rises starting to impact on our position as a net borrower from the market. This uncertainty will continue into the 2022/23 financial year and is expected to have a significant impact on the budget position.

Fixed Asset Disposal Costs

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	136	171	179

An over spend due to additional security costs related to the sale of the Hilston Park Outdoor Education Site.

Interest & Investment Income

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	11	(69)	(169)

Additional investments were made in year into pooled funds whose performance has been better than expected leading up to the end of the financial year. Commitment to longer term borrowing and low spending levels have also increased general investment balances which have also seen an increased rate of return given base rate rises in recent months.

Interest Payable & Similar Charges

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(230)	(403)	(337)

The short-term borrowing market has been at near historic lows over the last twelve months reducing borrowing costs. Further savings have been made by well-timed forward starting loans before rises in interest rates.

Charges Required Under Regulation

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	(10)	(11)	(13)

Slight under spend due to vehicles which were written off and where outstanding finance was therefore cleared ahead of schedule.

Other Investment Income

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	0	(2)	(15)

A small number of unbudgeted Wayleaves + Easements income has been received since month 9.

Borrowing Cost Recoupment

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	0	0	(85)	(91)

Under spend due to additional borrowing recoupment from vehicles financed at previous year end and that was therefore unbudgeted. An insurance settlement also allowed the clearance of finance earlier than planned on two vehicles.

FINANCING DIRECTORATE	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(130)	(564)	(550)	(1,858)

Council Tax Benefit Support

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	370	186	100	67

This budget continues to be under pressure, as a direct result of Covid-19. However, over the course of the year some easing of demand was seen.

Council Tax

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
Deficit / (Surplus) £'000s	(500)	(750)	(650)	(554)

The latest council tax data shows a slight reduction in anticipated income for the year. We continue to see new properties being added to the tax base however we have now also started to see an increase in the number of exemptions and discounts being requested and awarded.

General Government Grants

Outturn Forecast	Month 2	Month 6	Month 9	Outturn
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Deficit / (Surplus) £'000s	0	0	0	(1,370)
The Authority received a late distribution from the Welsh Government which was un-hypothecated.				

2. SCHOOLS

- 2.1. A Board of Governors who are responsible for managing the school's finances directly governs each of the Authority's Schools. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 9 projections for each Educational Cluster.

2021/22 School Balances Summary outturn position	(A) Opening Reserves (Surplus) / Deficit	(B) Draw / (Contribution) School Balances forecast @ Month 2	(C) Draw / (Contribution) School Balances forecast @ Month 6	(D) Draw / (Contribution) School Balances forecast @ Month 9	(E) Draw / (Contribution) School Balances Final	(A+E) Reserve Balances at 2021/22 Outturn
	£000's	£000's	£000's	£000's	£000's	£000's
Cluster						
Abergavenny	(1,158)	309	426	(197)	(987)	(2,145)
Caldicot	(1,091)	539	372	(197)	(1,075)	(2,166)
Chepstow	(349)	516	417	42	(346)	(695)
Monmouth	(794)	457	354	(318)	(1,074)	(1,869)
Special	(26)	(39)	(11)	(16)	(53)	(79)
Total	(3,418)	1,782	1,558	(687)	(3,536)	(6,954)

- 2.2. Collective School Balances at the beginning of the financial year amounted to a £3,418,120 surplus. The majority of the surplus balance brought forward was due to two grants being awarded to schools at the 2020-21 year end; the Schools Revenue Maintenance Grant and Recruit, Recover and Raise Standards.

- 2.3. At month 9, the forecast was a contribution to reserves of £686,954, resulting in a forecast surplus balance of £4,105,074. However, several grants were awarded to schools at year end, which has resulted in a further increase in school balances and a surplus balance of £6,954,025. The additional grants received from Welsh Government are detailed below:

- £1,089,288 to cover revenue maintenance
- £117,306 Winter of Wellbeing
- £184,076 ALN new system funding
- £668,971 Recruit, Recover, Raise Standards funding
- £132,260 Attendance Support & Community Schools
- £742,181 Regional Consortia School Improvement Grant
- £57,380 Local Authority Education grant
- **£2,991,462 Total**

All schools are expected to provide investment plans setting out how they intend to spend these grants.

- 2.4. The movement of individual schools forecast to be in deficit since the start of the financial year is shown below:

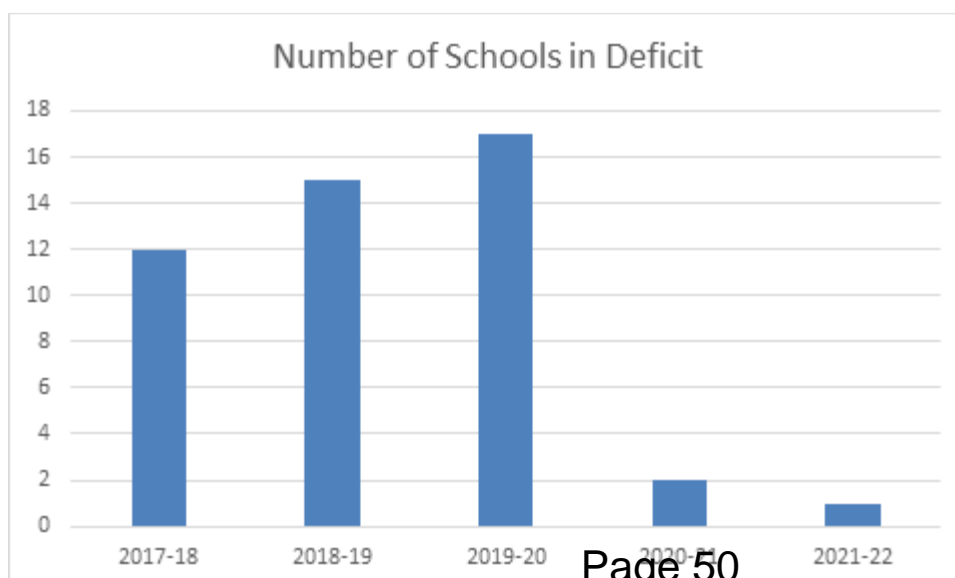
Schools in deficit				
Start of Year	Month 2 (Forecast)	Month 6 (Forecast)	Month 9 (Forecast)	End of year
2	4	3	2	1
Chepstow Comprehensive	Chepstow Comprehensive	Chepstow Comprehensive	Chepstow Comprehensive	Chepstow Comprehensive
Llandogo Primary	Llandogo Primary	Llandogo Primary	Llandogo Primary	
	Ysgol Gymraeg Y Fenni	Ysgol Gymraeg Y Fenni		
	Ysgol Gymraeg Y Ffin			

2.5. All schools in a deficit budget have or are in the process of agreeing recovery plans. These recovery plans will be confirmed with both the Local Education Authority and each School's Governing Body. Once finalised the schools with significant deficits will be monitored by the Cabinet member for Children and Young People and Resources on a termly basis.

2.6. 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, as previously advised, 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 grant plans in line with the terms and conditions of these grants and the balances are expected to reduce during 2022-23.

Financial Year-end	Net level of School Balances
2014-15	(1,140)
2015-16	(1,156)
2016-17	(269)
2017-18	(175)
2018-19	232
2019-20	435
2020-21	(3,418)
2021-22	(6,954)

2.7. The increase in school balances has resulted in a reduction in the number of schools in deficit, as illustrated in the following table:-



3 CAPITAL OUTTURN

3.1 The Capital position at 2021-22 Outturn is as follows:

	Slippage B/F	Original Budget	Budget Revisions	Approved Slippage	Revised Budget 2021/22	Actual Outturn	Variance at Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
Capitalisation Directive	0	2,208	0	0	2,208	1,567	(640)
Development Schemes Over £250k	28,216	185	4,713	(29,775)	3,339	3,291	(48)
Development Schemes Under £250k	350	360	372	(701)	381	368	(13)
Schools & Education	14,760	14,383	50	(27,865)	1,328	1,328	0
Infrastructure	1,434	3,428	290	(1,062)	4,090	4,074	(16)
ICT Schemes	296	361	791	(552)	896	645	(250)
Property Maintenance	1,830	2,190	1,845	(2,829)	3,036	3,036	0
Renovation Grants	602	900	140	(912)	730	730	0
Section 106	686	0	1,176	(1,147)	715	715	0
Specific Grant Funded	969	1,000	9,849	(3,715)	8,103	7,647	(456)
Vehicle Leasing	0	1,500	24	0	1,524	1,809	285
Total Expenditure	49,143	26,514	19,250	(68,558)	26,349	25,210	(1,139)
Financing							
Supported Borrowing	0	(2,431)	0	0	(2,431)	(2,431)	0
General Capital Grant	0	(2,438)	0	0	(2,438)	(2,438)	0
Grants and Contributions	(19,096)	(13,160)	(12,963)	31,846	(13,373)	(12,688)	685
S106 Contributions	(711)	0	(1,652)	1,854	(509)	(509)	0
Unsupported Borrowing	(27,031)	(4,094)	(2,000)	31,348	(1,777)	(3,463)	(1,686)
Reserve & Revenue Funding	(241)	0	(185)	192	(234)	(234)	0
Capital Receipts	(2,064)	(2,891)	(2,450)	3,318	(4,087)	(3,447)	640
Leasing	0	(1,500)	0	0	(1,500)	0	1,500
Total Financing	(49,143)	(26,514)	(19,250)	68,558	(26,349)	(25,210)	1,139

3.2 The capital expenditure at outturn shows a surplus outturn position of £1.139m.

3.3 It is important to note that a significant part of the surplus (£685k) represents grant funded schemes where the full grant allocation initially offered by funding partners was greater than the actual scheme costs required to deliver the schemes. This funding was not drawn down from the funding body during the year and does not represent surplus financing that can be carried forward to be used by the Authority.

3.4 An additional surplus of £640k relates to under-utilisation of the capitalisation direction and primarily where redundancy costs incurred within the revenue budget (and which were eligible to be capitalised) were significantly lower than budgeted. This subsequently releases £640k of capital receipts back to reserve for future capital investment.

3.5 This is offset by the use of unsupported borrowing to finance the purchase of the authority's additional vehicle fleet requirements instead of utilising the leasing budget as originally anticipated (£1,785k). It is important to note that borrowing is only utilised if it attracts a beneficial whole life cost to the Authority when compared to leasing, and that the service department will meet the cost in full from their existing revenue budget for vehicle fleet costs.

3.6 Capital Slippage at outturn is £68.558m (£54.353m at Month 9) as major schemes have been impacted by delays. A full breakdown of the slippage and the reasons sitting behind the delays is outlined in **Appendix 5**.

3.7 Useable Capital Receipts Available

3.8 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments are illustrated.

	2021/22	2022/23	2023/24	2024/25	2025/26
	£0	£0	£0	£0	£0
Balance as at 1st April	9,581	9,030	11,904	11,818	10,873
Capital receipts used for financing	(1,880)	(4,264)	(1,294)	(1,194)	(1,094)
Capital receipts used to support capitalisation direction	(1,567)	(2,650)	(507)	(507)	(507)
Capital receipts Received or Forecast	2,896	9,788	1,715	756	104
Forecast Balance as at 31st March	9,030	11,904	11,818	10,873	9,376

REF.	Mandated Savings 2021-22	2021/22 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 6	Value of Saving forecast at Month 9	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	% Achieved
		£000	£000	£000	£000	£000	£000	£000	
	Children & Young People	(1,510)	(1,313)	(1,266)	(1,275)	(1,275)	(235)	0	83.9%
	Social Care & Health	(874)	(874)	(874)	(874)	(874)	0	0	100.0%
	Enterprise	(821)	(821)	(821)	(821)	(821)	0	0	99.9%
	MonLife	(100)	(80)	(80)	(80)	(80)	0	(20)	80.0%
	Resources	(165)	(165)	(117)	(123)	(123)	(42)	0	70.9%
	Chief Executives Units	(32)	(20)	(20)	(20)	(20)	(12)	0	62.5%
	Corporate Costs & Levies	(1,508)	(1,508)	(1,508)	(1,508)	(1,508)	0	0	100.0%
	Appropriations	275	275	275	275	275	0	0	100.0%
	Totals Disinvestments by Directorate	(4,734)	(4,506)	(4,411)	(4,426)	(4,426)	(289)	(20)	93.2%

		2021/22 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 6	Value of Saving forecast at Month 9	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	£000	£000	
Page 53	Children & Young People								
	Mounton House closure impact on ISB	(1,258)	(1,258)	(1,258)	(1,258)	(1,258)	0	0	Achieved
	Additional recoupment income - mainstream	(252)	(55)	(8)	(17)	(17)	(235)	0	Did not achieve full saving as several pupils have moved into Monmouthshire, meaning we can no longer recoup from other LA's
	Total Children & Young People	(1,510)	(1,313)	(1,266)	(1,275)	(1,275)	(235)	0	

	Social Care & Health								
SCH 1	Fees & Charges 2021/22	(79)	(79)	(79)	(79)	(79)	0	0	Achieved
SCH 2	Increase in Social Care Workforce Development (SCWD) grant	(247)	(247)	(247)	(247)	(247)	0	0	Achieved
SCH 3	Removal of TWUD base budget	(548)	(548)	(548)	(548)	(548)	0	0	Achieved
	Total Social Care & Health	(874)	(874)	(874)	(874)	(874)	0	0	

	Enterprise								
ENT1	PLANHOUS - Staff Saving - 20-21 Staff Restructure Savings (£11,950) + £50k LDP senior officer saving, frozen until 23/24.	(62)	(62)	(62)	(62)	(62)	0	0	Achieved
ENT2	NEIGHBOURHOOD - Waste - Service Savings	(685)	(685)	(685)	(685)	(685)	0	0	Achieved
ENT3	NEIGHBOURHOOD - Grounds Maintenance - Remove Sweeper & Staff savings	(65)	(65)	(65)	(65)	(65)	0	0	Achieved
ENT4	Increase in discretionary Fees & Charges	(9)	(9)	(9)	(9)	(9)	0	0	Achieved
	Total Enterprise	(821)	(821)	(821)	(821)	(821)	0	0	

	MonLife								
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		2021/22 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 6	Value of Saving forecast at Month 9	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	ASSESSMENT of Progress
	Children & Young People	£000	£000	£000	£000	£000	£000	£000	
MonLife1	MONLIFE - Removal of Events Co-ordinator Post	(25)	(25)	(25)	(25)	(25)	0	0	Achieved post has not been filled.
MonLife2	MONLIFE - Introduce Car Parking Charges at Caldicot Castle	(20)	0	0	0	0	0	(20)	Will not be achieved this financial year as charges are not being introduced.
MonLife3	Increase in discretionary Fees & Charges	(55)	(55)	(55)	(55)	(55)	0	0	Increase has been implemented, any shortfall will be claimed from WG loss of income claims.
	Total MonLife	(100)	(80)	(80)	(80)	(80)	0	(20)	
	Chief Executive's Unit								
CEO1	GOVDEMSUP - Members Supplies & Services	(15)	(15)	(15)	(15)	(15)	0	0	Achieved
CEO2	GOVDEMSUP - Staff Vacancy Saving	(17)	(5)	(5)	(5)	(5)	(12)	0	Increased staff hours have partly offset saving
	Total Chief Executive's Unit	(32)	(20)	(20)	(20)	(20)	(12)	0	
	Resources								
RES1	CORPLORD - Property Accommodation Savings.	(50)	(50)	(2)	(8)	(8)	(42)	0	Will not be achieved in full in 21-22, maintenance costs have increased across our office sites this year.
RES2	FUTUREMON - Mileage Savings	(71)	(71)	(71)	(71)	(71)	0	0	Achieved
RES3	FUTUREMON - Staff Secondment Savings	(44)	(44)	(44)	(44)	(44)	0	0	Achieved
	Total Resources	(165)	(165)	(117)	(123)	(123)	(42)	0	
	Corporate Costs & Levies								
COL1	Capitalisation directive	(1,508)	(1,508)	(1,508)	(1,508)	(1,508)	0	0	Achieved
	Total Corporate Costs & Levies	(1,508)	(1,508)	(1,508)	(1,508)	(1,508)	0	0	
	Appropriations								
APP1	Net Minimum Revenue Provision (MRP) increase based on additional activity	275	275	275	275	275	0	0	Included in overall MRP charge for year
	Total Appropriations	275	275	275	275	275	0	0	

Appendix 3 - Capitalisation directive 2021/22

Directorate	Expenditure	Justification to capitalise	Amount £000s
ENT	PTU Software - Route/pupil optimisation.	Driving a digital approach	56
RES	Implementing digital design & innovation	Driving a digital approach	440
	Sub-Total Driving a digital approach		496
All	Capitalisation of redundancy costs - non-schools	Funding the cost of service reconfiguration	37
CYP	Capitalisation of redundancy costs -schools	Funding the cost of service reconfiguration	257
ENT	Waste/Transport - Move to electric fleet	Funding the cost of service reconfiguration	122
RES	Innovation Team - Service Transformation/Systems Thinking	Funding the cost of service reconfiguration	102
SCH	Improvement & performance management team	Funding the cost of service reconfiguration	139
	Sub-Total Funding the cost of service reconfiguration		657
SCH	Joint Local authority working (GWICES, Sc. 33, Frailty, regional safeguarding board, Gwent foster fee harmonisation and care home pooling	Integrating public facing services across two or more public sector bodies	101
ENT	Passenger Transport - Sharing Senior Management with Newport CC	Integrating public facing services across two or more public sector bodies	39
RES	Procurement SLA with Cardiff	Integrating public facing services across two or more public sector bodies	152
SCH	Deprivation of liberty safeguards	Integrating public facing services across two or more public sector bodies	84
	Sub-Total Integrating public facing services across two or more public sector bodies		376
RES	Audit - Sharing Audit manager with Newport CC	Sharing back-office and administrative services	38
	Sub-Total Sharing back-office and administrative services		38
	Total		1,567

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Appendix 4 - Movement in individual school balances - (Surplus)/Deficit

School	Balance 31st March 2020	Movement	Balance 31st March 2021	Movement	Balance 31st March 2022
Caldicot School	179,693	(409,257)	(229,564)	(578,377)	(807,941)
Chepstow School	63,570	23,231	86,801	38,133	124,934
King Henry VIII Comprehensive	225,700	(423,196)	(197,496)	(558,074)	(755,570)
Monmouth Comprehensive	462,530	(676,722)	(214,192)	(600,190)	(814,382)
Mounton House Special School	(172,060)	172,060	0	0	
Cross Ash Primary School	(64,157)	(18,313)	(82,470)	2,715	(79,755)
Durand Primary School	(12,691)	(65,193)	(77,884)	(27,095)	(104,979)
Gilwern Primary School	(64,549)	(102,302)	(166,851)	(64,103)	(230,954)
Goytre Fawr Primary School	(34,893)	(56,646)	(91,539)	(26,195)	(117,734)
Llandogo Primary School	176,535	(89,705)	86,830	(87,044)	(214)
Llantilio Pertholey CiW Primary School (VC)	21,016	(88,231)	(67,215)	(42,483)	(109,698)
Llanfanchael Crucorney Primary School	(49,684)	(54,986)	(104,670)	(32,152)	(136,822)
Mago CiW Primary School (VA)	18,785	(135,987)	(117,202)	(79,614)	(196,816)
Overyonnow Primary School	33,928	(75,032)	(41,104)	(121,366)	(162,470)
Raglan CiW Primary School (VC)	33,112	(141,989)	(108,877)	(51,715)	(160,592)
Rogiet Primary School	4,404	(82,499)	(78,095)	(11,128)	(89,223)
Shirenewton Primary School	(128,890)	(47,356)	(176,246)	(63,046)	(239,292)
St Mary's RC Primary School (VA)	46,518	(67,378)	(20,860)	(84,072)	(104,932)
The Dell Primary School	(3,032)	(45,378)	(48,410)	(98,429)	(146,839)
Thornwell Primary School	47,150	(112,037)	(64,887)	(45,735)	(110,622)
Trellech Primary School	(50,948)	(64,743)	(115,691)	(38,248)	(153,939)
Undy Primary School	145,925	(152,295)	(6,370)	(204,273)	(210,643)
Usk CiW Primary School (VC)	(45,942)	(97,113)	(143,055)	(127,785)	(270,840)
Ysgol Gymraeg Y Fenni	4,408	(38,775)	(34,367)	(37,648)	(72,015)
Archbishop Rowan Williams CiW Primary School (VA)	(83,716)	(122,680)	(206,396)	35,075	(171,321)
Ysgol Gymraeg Y Ffin	45,883	(61,521)	(15,638)	(51,145)	(66,783)
Deri View Primary School	(73,956)	(74,153)	(148,109)	(41,681)	(189,790)
Cantref Primary School	(105,193)	(94,604)	(199,797)	(54,295)	(254,092)

School	Balance 31st March 2020	Movement	Balance 31st March 2021	Movement	Balance 31st March 2022
Osbaston CiW Primary School (VC)	11,250	(51,859)	(40,609)	(52,538)	(93,147)
Dewstow Primary School	(136,455)	(101,356)	(237,811)	(120,805)	(358,616)
Our Lady & St Michael's (OLSM) RC Primary School (VA)	(15,859)	(38,534)	(54,393)	(4,256)	(58,649)
Pembroke Primary School	(1,205)	(124,302)	(125,507)	(93,161)	(218,668)
Kymin View Primary School	(37,955)	(97,350)	(135,305)	1,591	(133,714)
Llanfoist Fawr Primary School	(24,871)	(68,562)	(93,433)	(125,986)	(219,419)
Castle Park Primary School	(2,153)	(119,700)	(121,853)	(37,445)	(159,298)
Pupil Referral Unit	22,931	(48,943)	(26,012)	(53,454)	(79,466)
Total	435,129	(3,853,406)	(3,418,277)	(3,536,026)	(6,954,303)

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Asset Investment Fund	Development Schemes Over £250k	18,067,403	18,082,137	Slippage Requested - No major investment purchases were undertaken in 21-22 mainly due to the uncertainty around covid - request to slip funding into 22-23.
Crick Road Care Home	Development Schemes Over £250k	5,964,030	5,465,308	Slippage required to ensure funding is aligned to the current building programme timeline
RE:FIT Programme	Development Schemes Over £250k	2,031,329	1,205,430	Slippage Requested - RE:Fit programme has been delayed due to access issues etc... SALIX have been informed of the delays and have agreed to extend drawdown of funding into 22-23.
Property Acquisition for Children and Young People with Complex Needs	Development Schemes Over £250k	2,000,000	1,999,540	Slippage required as property acquisition is a time sensitive process and suitable accommodation is yet to be secured from the market.
Abergavenny Leisure Centre - upgrade to Fitness equipment &	Development Schemes Over £250k	1,700,000	102,109	Slippage required due to the delayed defects works at Abergavenny Leisure centre these works have been started and will be finished within the first qtr of 22-23.
Capital Region City Deal	Development Schemes Over £250k	1,014,326	1,014,326	Slippage requested due to delay in the CCR Programme
Usk County Hall J Block Major Refurb	Development Schemes Over £250k	773,617	759,178	Slippage Requested - Work has been put on hold due to SUDS consent and Covid lockdown. Budget will need to be slipped to continue the EV installation project (currently with SSE for design and technical solutions) and the associated car park expansion project.
Chepstow Leisure Centre – upgrade to Fitness equipment and Centre alterations.	Development Schemes Over £250k	500,000	497,381	Slippage required approved scheme runs over two financial years, slippage required to complete the project, project expected to be completed by the end of June 2022
Abergavenny Borough Theatre Works	Development Schemes Over £250k	424,489	424,418	Slippage Requested - Scheme was programmed to span two financial years and is due to be completed by end of August. Funding will need to be slipped to allow completion.
Car Park Improvements/Refurb	Development Schemes Over £250k	95,050	19,995	Slippage Requested - Scheme has not been completed due to Contractor availability and drainage works in Market Street, scheme will be completed in 22-23 so remaining budget needs to be slipped.
Abergavenny Community Hub Development	Development Schemes Over £250k	72,583	72,583	Slippage Requested - Market Hall refurbishment is nearly complete, some elements of the scheme could not be completed in 21-22 due to access issues and contractor availability (clock refurb and stall canopy works) so funding needs to be moved into 22-23 to allow this work to be completed.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Trellech Primary Nursery Childcare Scheme A9480	Development Schemes Over £250k	67,002	67,002	Site found and plans are with planning for consideration, once agreed the works will start.
Caerwent House, Major Repairs	Development Schemes Over £250k	50,800	50,800	Slippage Requested - Project delayed due to potential appeal. Funding needed for 22-23.
Schools Improvement Grant 1819	Development Schemes Over £250k	33,513	15,108	Programme of spend agreed, this will be spent in 2022-23
Access For All	Development Schemes Under £250k - Other Recommend	334,941	111,016	Slippage Requested - schemes delayed due to access issues and contractor availability due to Covid, funding will be required in 22-23 to enable us to complete delayed projects.
Car Park Granville St & Wyebridge St	Development Schemes Under £250k - Other Recommend	300,000	238,572	Slippage Requested - Works were delayed due to planning issues and the need to discharge conditions, these have now been resolved and works will start in June.
Shire Hall/Monmouth Museum Move	Development Schemes Under £250k - Other Recommend	250,000	240,395	Expenditure has been delayed pending further detailed security, heritage and environmental assessments, detailed discussions with the National Lottery Heritage Fund, the heritage conservation team over LBC consent and the outcome of a capital grant bid to Welsh Government, which has only recently been approved. The slippage is required to match the capital grant and allow the delivery of the initial phase of works in Shire Hall to be carried out concurrently with the grant aided works in 22/23.
Upgrade School Kitchens	Development Schemes Under £250k - Essential Works	110,792	110,792	Slippage requested - Expenditure passported to WG Free School Meal Grant with requirement that underspend would be slipped into 22-23 to continue essential Kitchen works needed in relation to the upcoming roll-out of free school meals.
Carriageway Resurfacing - Various	Infrastructure	950,778	334,792	Slippage Requested - Schemes were delayed due drainage issues and contractor availability - funding needed in 22-23 to complete schemes.
Reconstruction of Bridges & Retaining Walls	Infrastructure	768,122	42,600	Slippage Requested - Some costs were able to be moved against the flooding grant. Budget needed in 22-23 to address further land slip issues within the county.
Recycling Vehicles and Boxes	Infrastructure	261,022	210,842	Slippage Required - Budget funded by service borrowing, budget needs to be slipped forward to support the ongoing investment in equipment as part of service changes.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Street Lighting Defective Column Programme	Infrastructure	171,408	117,792	Slippage Requested - Majority of repairs in 21-22 were revenue in nature so were funded out of the revenue budget, in addition there were no major traffic light replacement projects in 21-22. Unspent budget is required in 22-23 to fund an illuminated sign and bollard replacement scheme which falls outside of the normal repair programme.
Road Safety & Trafficman Programme	Infrastructure	134,603	49,237	Slippage Requested - Schemes delayed due to supply chain issues - funding needed in 22-23 to continue essential Health & Safety Works.
Penyrhiw Sewage Treatment Works	Infrastructure	100,000	100,000	Slippage Requested - Has been delayed due to ongoing discussions with Welsh Water.
Shirenewton Sewage Treatment	Infrastructure	99,385	99,385	Slippage Requested - Has been delayed due to design issues and discussions with NRW - now resolved and at point to go to tender so project should be completed in 22-23.
Signing Upgrades And Disabled Facilities	Infrastructure	76,182	76,182	Slippage Requested - Schemes delayed due to supply chain issues - funding needed in 22-23 to continue essential works.
Structural Repairs - PROW	Infrastructure	62,906	1,767	Slippage Requested - small amount of ongoing works to various bridges required in 22-23.
Mounton Road Footpath	Infrastructure	17,837	17,837	Slippage Requested - Works have been on hold due to the need for consultation and a traffic order. Works are now expected to start in June so budget is needed to complete the works.
Flood Alleviation Schemes	Infrastructure	11,427	11,427	Slippage Requested - Windfall grant was provided in 21-22 which meant MCC match was not required - request to slip to allow budget to be used in 22-23 to help with match funding of further flood schemes.
King Henry VIII - Future Schools Tranche B	Education Strategic Review	28,425,382	27,228,161	Full business case has been signed off by WG. Slippage is required to align budget with the planned build programme.
21st Century Schools Team	Education Strategic Review	572,302	491,281	Full business case has been signed off by WG. Slippage is required to align budget with the planned build programme.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
ESR: Access For All	Education Strategic Review	103,142	103,142	Slippage Requested - 2 parts 1) Expenditure passported to WG School Refurbishment Grant with the requirement that underspend (£42,463) would be slipped into 22-23 to continue School Refurbishment programme. 2) Underspend on Access works due to site access issues, funding needed in 22-23 to continue school DDA works.
Monmouth Leisure Centre/Pool Redesign	Education Strategic Review	42,089	42,089	Slippage required - funding is required to rectify issues around disabled parking at the sight, however the design works have been delayed the slippage is required to fund these works in 22-23.
WG -Broadband Fund for the Llanthony Community Scheme	IT Schemes - Infrastructure/Hardware	356,000	305,181	Slippage Requested - Rollout has been delayed due to complexity of project with provider encountering issues with terrain, WG have been informed of delays and have agreed to extend the funding to October 22. Request that unspent budget is slipped into 22-23 to continue programme.
SRS administered network and infrastructure replacement	IT Schemes - Infrastructure/Hardware	170,000	170,000	Slippage Requested - Infrastructure replacement of CAE switches and Access points has been delayed into 22-23 due to Covid and supply chain issues, works have been ordered and scheduled to be completed by Nov 22 so budget needs to be slipped to provide funding.
Windows 10 Laptops	IT Schemes - Infrastructure/Hardware	112,631	63,881	Slippage Requested - Laptop purchases have been delayed by supply chain issues, budget needs to be carried forward into 22-23 to form part of the ongoing laptop replacement programme that formed part of 22-23 capital MTFP.
Provision of online facilities Revenue's section	IT Schemes - Infrastructure/Hardware	13,000	13,000	Slippage Requested - This is linked to the work that the Shared Service are undertaking in improving the self service options available to customers. Work is ongoing in this area and as yet we have not needed to fund any system developments, although this is expected to change in the future.
School Refurbishment Grant	Maintenance Schemes - General	2,585,852	833,581	This is required to support the refurbishment of kitchens for FSM rollout and for other school maintenance projects.
County Farms Maintenance & Reinvestment	Maintenance Schemes - General	431,101	189,408	Slippage Requested - Works delayed by supply chain and contractor issues. There are a number of structural and compliance schemes that need to be completed in 22-23 so funding is required to pay for these.
Caldicot School Adaptions 2021-23	Maintenance Schemes - General	55,000	55,000	Following review, work will be completed over the summer holiday period.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Disabled Facilities Grants (Private)	Renovation Grants	1,537,738	912,037	Slippage requested - Supply chain issues early on in the year hampered spending, backlog remains so funding needs to slip forward to assist in clearing these works. Question mark over the level of latent demand still to come through as a result of covid (this could influence the actual amount of slippage required).
S106 Abergavenny Velo Park	Section 106	400,000	400,000	Slippage Required - Planning approval granted but awaiting Welsh Govt decision on call-in request.
S106 – Lion Street Works	Section 106	250,000	194,264	Slippage Requested - Scheme has been delayed as WG decide on layout and design, funding will need to be slipped to contribute to construction once scheme has been finalised.
S106 Rockfield Community Nature Spaces – Major Maintenance	Section 106	120,764	40,027	Slippage Required - Delay due to availability of stock i.e. trees & signage. The trees cannot be ordered until Autumn and we need to commission the signage/interpretation package.
S106 Chippenham Mead Play Area	Section 106	118,993	25,758	Slippage Required - Awaiting plans and footpath diversion order before works can proceed
S106 Clydach Ironworks Enhancement Scheme	Section 106	116,620	37,648	The scheme has partly been delayed due to the lateness of a decision on the LEI grant from National Grid, which is still anticipated to be approved. To avoid duplication of set up costs some works to be funded from the capital allocation have been delayed
S106 - Kingswood Gate - Williams Field Lane - Active Travel Path	Section 106	102,301	102,301	Underspend - we maximised the grant funding so no need to call on S106 Funding. Further discussions needed on how this will be spent in 22/23. Will need to be slipped.
S106 – ALN Overmonnow Special Needs Resource Base	Section 106	87,263	15,987	Work started and nearing completion this is required to complete the works
S106 Goytre Playing Field Recreational & Play Facilities upgrade	Section 106	82,572	82,572	Slippage Required - Progress on this scheme was halted due to forthcoming elections will continue in 22-23
S106 - Star Road/School Lane Zebra Crossing and footpath Improvements	Section 106	40,419	40,419	Slippage Requested - Consultation has been completed , construction to start in 22-23.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
S106 - Off Road Cycling Feasibility Study	Section 106	28,000	18,246	Slippage Required - Funding being held to cover legal costs of land acquisition (now with Legal Services) and relocation of topsoil from Plot 7 of Westgate site
S106 Little Mill Trail (Little Mill)	Section 106	27,636	27,636	Slippage Required - This is partial funding towards a much larger scheme, which depends on Active Travel funding. The scheme can only be commissioned (and the money spent) when the current feasibility study has been completed
S106 Children's Voices in Play Project (Forensic Science Lab)	Section 106	25,000	25,000	Slippage Required - Balance held back until capital grant approval received for the Chepstow Community Nature Spaces project
S106 - Monmouth Allotments (Wonastow Road)	Section 106	25,000	16,160	WG grant income covered some of the original anticipated cost - need to go back to Cabinet to re-allocate this funding to another project
S106 – Abergavenny Skate Park	Section 106	25,000	25,000	Slippage Required - Awaiting match funding from other sources to enable project to proceed
S106 Manelly Hill Welfare Car Park (Cae Seldon)	Section 106	22,441	22,441	Slippage Required - Funding transferred from original scheme to play area refurbishment, that work is part of a wider programme of play area improvements scheduled for 2022-23
S106 - Sudbrook Play Park Equipment (The Old Shipyard Sudbrook)	Section 106	20,580	3,080	Slippage required to purchase last bit of new equipment for play park
S106 - Capel Ed Chapel Internal Alterations (School Lane Goytre)	Section 106	20,000	10,000	Slippage Required - Scheme delayed by Covid and has had to be re-designed
S106 Llantilio Pertholey Primary School Pedestrian Access	Section 106	20,000	20,000	Active S106 pedestrian school currently in progress, late addition to S106 schemes in early 2022 and works inevitably fall into 2022-23 year.
S106 Goytre Play Space – LAP (School Lane Penperlleni)	Section 106	17,895	395	Slippage required for minor invoices
S106 Wyesham Highways Road Safety Improvements	Section 106	13,645	13,645	Slippage Requested - Suitable spend yet to be identified, potential for installation of SIDS.
Warrenslade Woodland Management	Section 106	9,119	8,159	Slippage Required - Scheme has not been completed due to contractor availability earlier in the year. Slippage required to complete the scheme in 22-23
Magor Walking Routes, Access & Promotion	Section 106	4,608	4,608	Slippage Required - Works delayed earlier in the year due to covid/lockdown and staff availability. Slippage required to complete the scheme in 22-23

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
S106 Gilwern OEC (Cae Meldon)	Section 106	4,190	4,190	Slippage Required - on going discussions with outdoor education to spend balance in 22/23
S106 - Chepstow Town Football Club Facility Improvement	Section 106	3,958	583	Slippage Required - Grant income exceeded expenditure - further work to be carried out on site pending FAW decision on 6th June 2022
S106 - Mardy Growing Space Group (Croesonon Farm - Infants School)	Section 106	2,669	2,669	Balance of funding yet to be claimed by recipient organisation.
S106 -Monmouth Leisure Centre 3G MUGA resurfacing (Wonastow Road)	Section 106	2,255	2,255	Car parks work which have been delayed but will still need to be completed
S106 - Goytre Scouts – Kayaking Resources (School Lane Goytre)	Section 106	2,066	2,066	Balance of funding yet to be claimed by recipient organisation.
S106 - Goytre Primary School Environmental Sustainability (School Lane Goytre)	Section 106	1,885	1,885	Balance of funding yet to be claimed by recipient organisation.
WG-Comm C- S106 – MUCH Project (Magor with Undy Community Hall)	Specific Grant Funded	2,245,000	2,179,979	Slippage Required - Grant funding to be received in 22-23 which must be spent by September 2022. Build was always planned to start in 22-23 (currently July/Aug) - issues of funding need to be resolved as cost has increased.
WG – Flood Recovery Grant 2021-22	Specific Grant Funded	1,121,552	183,570	Slippage Requested - Not all flooding grant was committed in 21-22 due to delays on some schemes - grant funding needs to be moved in 22-23 in order for works to be completed.
LTF Severn Tunnel Junction Improvements 2019-20	Specific Grant Funded	980,000	505,358	Slippage Requested -Funding moved into 22-23 by grant awarding body to allow works to progress the scheme which was always intended to be delivered over a multi-year period.
WG – Place Making Grant – Transforming Towns	Specific Grant Funded	715,330	96,202	Slippage Required - MCC match funding not fully required - request to slip and move back to central pot, £75k needs to be set aside for MCC agreed funding for Borough Theatre Refurb project..
ATF - Caldicot Church Road Connections	Specific Grant Funded	468,428	9,900	Slippage Required - MCC match funding not required - request to slip and move back to central pot.
WG – Resilient Roads Fund Grant	Specific Grant Funded	465,847	40,000	Slippage Required - MCC match funding not required - request to slip and move back to central pot.

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Grant –Match Funding Support Allocation	Specific Grant Funded	362,004	362,004	The original budget of £1m is drawn upon as and when suitable and robust schemes supported by partial grant offer are put forward. It is requested that the remaining surplus is carried forward to support further such schemes in 2022/23.
ATF Castle Meadow Links	Specific Grant Funded	331,090	23,310	Slippage Required - MCC match funding not required - request to slip and move back to central pot.
ATF - Caldicot Newport Road	Specific Grant Funded	208,318	9,450	Slippage Required - MCC match funding not required - request to slip and move back to central pot.
Monmouthshire Infrastructure & Place Regeneration	Specific Grant Funded	142,157	36,271	Slippage Requested - Not all funding was required for the Regeneration team in 21-22 as we were able to move costs to grant funding. Budget needs to be slipped into 22-23 to provide continuing funding for the Town & Strategic Regeneration teams.
UK Gov- Levelling Up Fund	Specific Grant Funded	125,000	73,925	Slippage Requested - funding required in 22-23 to support our next bid submissions. All of funding was not needed for our first round of bids, the remainder will be used to employ consultants to assist with second round.
Chepstow LC Pitch –Outdoor Facilities Improvements (Sport Wales FAW – MCC)	Specific Grant Funded	101,907	101,907	Slippage Required - Grant funding not secured until late in financial year and will be received in 22-23 to complete the project. Funding awarded in Jan 2022 and must be spent by March 2023.
ATF Core Llanfoist Bridge & Meadow Links	Specific Grant Funded	88,407	11,902	Slippage Required - MCC match funding not required - request to slip and move back to central pot.
ATF Bridge Connections	Specific Grant Funded	86,511	7,830	Slippage Required - MCC match funding not required - request to slip and move back to central pot.
AONB – Wye Valley Villages Project 2021-22	Specific Grant Funded	55,000	29,000	Slippage Requested - Leftover grant needs to be slipped into 22-23 in order for scheme to be completed. Reports were not going to be commissioned until 22-23 but funding was received up front from awarding bodies.
WG - ULEV – EV charging strategy and implementation plan	Specific Grant Funded	34,950	10,000	Slippage Required - Funding required for match funding and to complete commission of EV strategy

PROJECT DESCRIPTION	PROJECT SCHEME CATEGORY	TOTAL APPROVED BUDGET	APPROVED SLIPPAGE	Reason Project has been delayed against original budgeted profile
Castle Dell Play Area Chepstow Upgrade - NLCF - Match	Specific Grant Funded	25,000	25,000	Slippage Required - Grant application due to be submitted shortly to the Lottery fund for 100k. 25k is the match funding - if application is successful work will start in 22-23.
WELTEG Chepstow Transport Study 2020-21	Specific Grant Funded	9,670	9,670	Slippage requested - Cost covered by LTF grant in 21-22 - slippage needed to provide MCC match towards further stages of study.
School Refurbishment Grant	Maintenance Schemes - Property	1,184,970	1,184,970	Refurbishment Grant requirement that any underspend will be slipped into 22-23 to continue School Refurbishment Programme
Free School Meals Infrastructure Grant	Maintenance Schemes - Property	142,882	142,882	Any 2021-22 underspend will be slipped into 22-23 to continue essential kitchen works to help prepare service for universal roll out of free school meals for primaries.
General Property Maintenance	Maintenance Schemes - Property	1,948,049	423,451	Projects have been delayed by a number of factors which can mainly be attributed to Covid - site access has been restricted by Covid so jobs have been put on hold, in addition works have been delayed due to supply chain issues with problems with both material acquisition and contractor availability. It is requested that the full £423k is slipped forward to allow these schemes to be completed.
Total		83,284,732	68,558,288	

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SUBJECT: Draft Monmouthshire County Council Self-Assessment 2021/22
MEETING: Performance and Overview Scrutiny Committee
DATE: 7th July 2022
DIVISION/WARDS AFFECTED: All

1 PURPOSE:

- 1.1 This report is being brought to the Performance and Overview Scrutiny Committee for members to scrutinise the council's performance during 2021/22 against the goals in the Corporate Plan 2017/22. The committee is asked to consider how well the council has met the performance requirements outlined in the Local Government and Elections (Wales) Act 2021.

2 RECOMMENDATIONS:

- 2.1 That the committee uses the draft self-assessment report to scrutinise the council's performance during 2021/22 and agrees any areas they would like to scrutinise in greater depth as part of their work programme.

3. KEY ISSUES:

- 3.1 The self-assessment report is a new requirement for Welsh local authorities and comes at the start of a new council term, allowing the incoming administration to evaluate our recent history and use this to inform the direction we will chart, and the way we will work over the next five years. The requirement is created as part of the Local Government and Elections (Wales) Act 2021. Under the Act, the mechanism for a council to keep its performance under review is self-assessment, with a duty to publish a report setting out the conclusions of the self-assessment once in respect of every financial year.
- 3.2 The past five years have been a challenging time for public services throughout the UK and Monmouthshire has been no exception. The self-assessment evaluates what we have done during this time and how we have done it. Our direction was set in 2017 by a five-year Corporate Plan, which identifies a clear purpose and a series of objectives to achieve it. These were underpinned by our core values of teamwork, openness, fairness and flexibility. We recently added a fifth value of kindness, which was central to how we, and the communities in our county, worked over recent years. During the past two and a half years, some of our plans had to take a back-seat while we adjusted to the challenges of the pandemic. This period was covered by five interim strategies, covering different phases from full lockdowns, through re-openings and finally learning to live with the virus.
- 3.3 The self-assessment report demonstrates the progress the council has made and further areas for development. These include:
- We have continued our path of collaborative working between health and social care. We've developed approaches which are focused on keeping people well in their communities, reducing the demand on costly one-size-fits-all statutory services and instead focused on the needs and well-being of individuals. There remain challenges, such as an absence of private care providers, meaning some needs go unmet.
 - We have continued to invest in new schools with the £40 million Monmouth Comprehensive opening in 2019. While we still need to focus on areas for development, including the attainment of pupils in receipt of free school meals, Estyn's most recent inspection concluded that the

authority has a clear vision for education, strong standards of well-being and a good track record of improvement.

- During this time there have also been challenges. We've seen rising levels of homelessness, exacerbated by a shortage of affordable homes. We've made good progress reducing our carbon emissions by retrofitting our buildings with solar panels and introducing more electric vehicles but we still have some way to go before we can achieve our ambition of being a net zero organisation
- We have delivered financial savings and operated within the financial budget set by Council during each of the past five years.

3.4 During the past two and a half years we adjusted to the challenges of the pandemic. Arrangements we established, and support we provided, include:

- Our culture, values and use of digital technology meant we were able to transition rapidly to remote working when the country went into lockdown in March 2020 and were one of the first councils in the UK to introduce online Cabinet and Council meetings.
- Early in the pandemic, we set a goal of ensuring that every person or family in crisis that we were aware of received support. This meant redeploying staff into front-line roles and drawing on an army of volunteers, many of whom were already working with us as a result of many years developing the A County That Serves approach, to provide services such as shopping and prescription deliveries.
- We provided support to businesses throughout the year to help them through the challenges and uncertainty of the pandemic, and issued over 6,500 payments of grants amounting to almost £40 million.
- We also worked with the NHS to deliver contact tracing, redeploying public health professionals to provide an efficient and cost-effective solution to slow the spread of the virus.

In the latter stages of the pandemic our purpose evolved as we began to focus on re-opening and learning to live with the virus and the next phase in the evolution of our council and our county.

3.5 Self-assessment is a way of evaluating, critically and honestly, our current position to make decisions on how to secure improvement for the future. It needs to be embedded across the organisation to help the council continually learn and achieve sustainable improvement and better outcomes for citizens, service users and its own workforce. The council needs to have an evaluative culture and mindset embedded in all it does, rather than see the self-assessment as a standalone process to be completed once a year. The self-assessment process has been embedded as part of the council's performance management framework (appendix 1).

3.6 The self-assessment report evaluates progress under each of the five priority goals in the Corporate Plan, which also serve as the council's well-being objectives, and the programmes of work, twenty-two in total, that support their delivery. It also evaluates the key activity delivered as part of the interim Coronavirus strategies. To support the delivery of the goals, the council has to make sure that all of its areas are working efficiently and effectively. The report assess the effectiveness of the 'enabling functions' that support council services to meet changing demands and ensure their sustainability. These include corporate planning, performance and risk management, financial planning, workforce planning, procurement, assets, digital and data.

3.7 The Performance and Overview Scrutiny Committee has an important role in scrutinising the council's performance. The self-assessment report provides the committee with an assessment of performance in 2021/22 to inform this role. The committee can also use the report to identify any further areas it may wish to scrutinise the performance of in more detail as part of its forward work plan.

3.8 Following scrutiny, the self-assessment report will be presented at Governance and Audit Committee, which has a statutory role in scrutinising the self-assessment to seek assurance on the effectiveness of the council's governance and performance management arrangements. The assessment will be taken to the Governance and Audit Committee meeting on 14th July before being presented to Council on 22nd September.

3.9 The annual self-assessment report will be complemented by a panel performance assessment once in an electoral cycle, providing an opportunity to seek external insights (other than from auditors, regulators or inspectors) on how the council is meeting the performance requirements.

4. RESOURCE IMPLICATIONS:

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

5. BACKGROUND PAPERS:

Local Government and Elections (Wales) Act 2021

Performance and governance of local authorities: statutory guidance

Corporate Plan 2017/22

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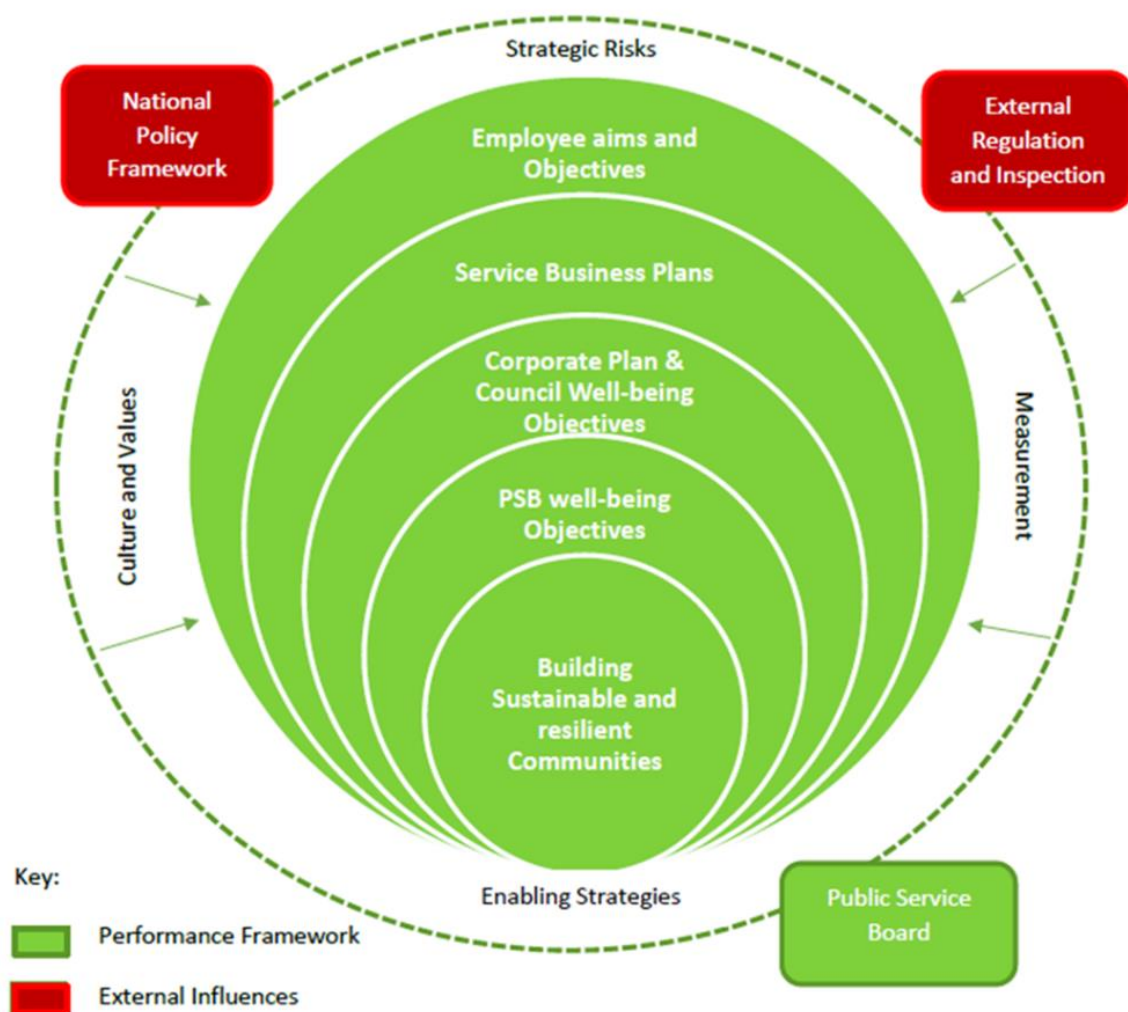
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Appendix 1

Performance Management Framework

Our performance management framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by Council and form the backbone of our Corporate Plan. Each of our teams has a service business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



MONMOUTHSHIRE COUNTY COUNCIL
DRAFT SELF-ASSESSMENT
2021/22

FRONT COVER IMAGE

Version Control

Title	Monmouthshire County Council Self-Assessment 2021/22
Purpose	To self-assess the council's goals and arrangements as required by the Local Government and Elections (Wales) Act 2021.
Owner	Monmouthshire County Council
Approved by	Monmouthshire County Council
Date	June 2022
Version Number	1.0
Status	Draft
Review Frequency	Annual
Next review date	July 2023
Consultation	Strategic Leadership Team Performance and Overview Scrutiny Committee Governance and Audit Committee

Contents

Version Control.....	2
Introduction.....	4
Our Self-Assessment.....	5
Our Conclusions.....	6
Understanding our local place.....	8
Our Outcomes	9
Goal A: Best possible start in life.....	10
Goal B: Thriving and well-connected county.....	16
Goal C: Maximise the Potential of the natural and built environment.....	21
Goal D: Lifelong well-being.....	26
Goal E: Future-focused Council	31
Using Our Resources	36
Our work with others	42
Our Actions.....	44
What and how can we do better?.....	44
Our Response to the Covid-19 Pandemic.....	46
Performance Measures	50
What we spent in 2021/22.....	52
What citizens said.....	53
What regulators and inspectors said.....	55
Appendix 1 – Integration of well-being objectives.....	57
Appendix 2 – Self-assessment process.....	58

Introduction

The past five years have been challenging for public services throughout the UK. Monmouthshire has been no exception. The self-assessment which is the foundation of this report evaluates what we have done during this time and how we have done it.

Our direction was set by a corporate plan which covered the period 2017-22, setting a clear purpose and objectives to achieve this. The plan is available at www.monmouthshire.gov.uk/improvement. The diagram shows the relationship between our goals and those we work with partners on. Our activity reflects the ways of working and national goals established by the Well-being of Future Generations Act.



These were underpinned by our core values of teamwork, openness, fairness and flexibility. We recently added a fifth value of kindness, which was central to how we, and the communities in our county, have worked over the recent period.

During this time we have continued on our path of collaborative working between health and social care. We've developed approaches which are focused on keeping people well in their communities, reducing the demand on costly one-size-fits-all statutory services and instead focused on the needs and well-being of individuals. There remain challenges such as an absence of private care providers meaning some needs go unmet.

We have continued to invest in new schools with the £40 million Monmouth Comprehensive opening in 2019. While we still need to raise the attainment of pupils in receipt of free school meals, Estyn's most recent inspection concluded that the authority had a clear vision for education, strong standards of well-being and a good track record of improvement.

During this time there have also been challenges. We have seen rising levels of homelessness, exacerbated by a shortage of affordable homes. We have made good progress reducing our carbon emissions by retrofitting our buildings with solar panels and introducing more electric vehicles, but we still have some way to go before we can achieve our ambition of being a net zero organisation.

We have delivered financial savings and operated within the financial budget set by council during each of the past five years.

During the past two and a half years some of our plans had to take a back-seat while we adjusted to the challenges of the pandemic. This period was covered by five interim strategies, covering different phases in our recent history, from full lockdowns, through re-openings and finally learning to live with the virus.

Our culture, values and use of digital technology meant we were rapidly able to transition to remote working when the country went into lockdown in March 2020 and were one of the first councils in the UK to introduce online Cabinet and Council meetings.

Early in the pandemic, we set a goal of ensuring that every person or family in crisis that we were aware of received support. This meant redeploying staff into front-line roles and drawing on an army of volunteers, many of whom were already working with us as a result of many years developing the *A County That Serves* approach, to provide services such as shopping and prescription deliveries.

We provided support to businesses throughout the year to help them through the challenges and uncertainty of the pandemic and issued over 6,500 payments of grants amounting to almost £40 million. We also worked with the NHS to deliver contact tracing, redeploying public health professionals to provide an efficient and cost-effective solution to slow the spread of the virus. In the latter stages of the pandemic our purpose evolved as we began to focus on re-opening and learning to live with the virus and the next phase in the evolution of our council and our county.

Our Self-Assessment

New legislation in Wales, the Local Government and Elections (Wales) Act 2021, requires councils to keep their performance under review through self-assessment, with the need to publish a report setting out the conclusions of the self-assessment once every financial year. This is the first self-assessment report of Monmouthshire County Council and looks back over the past five years with a particular focus on 2021-22

Effective self-assessment helps the council to continually learn and to achieve sustainable improvement and better outcomes for citizens, service users and its own workforce. This is focused on three questions:

- How well are we doing?
- How do we know?
- What and how can we do better


This is integrated with our annual reporting arrangements on the progress and impact we have made in meeting our well-being objectives, which is a requirement under the Well-being of Future Generations Act.

Self-assessment is a new requirement for Welsh local authorities and helpfully, comes at the start of a new council term allowing newly elected councillors to evaluate our recent history and use this to inform the direction we will chart, and the way we will work over the next five years.

Further details on the process of the self-assessment are in Appendix 2

We welcome your views on this assessment along with any areas of our work that you think should be considered by the scrutiny committees that hold decision-makers to account, please get in touch:

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Head of Policy Performance and Scrutiny, Monmouthshire County Council, County Hall, Usk, NP15 1GA

 @MonmouthshireCC

Our Conclusions

The self-assessment process has identified areas in which the council is progressing well and areas for development. In gathering the evidence, we have also identified some overall key conclusions to the question we asked through the self-assessment process:

- How well do we understand our local context and place and has this informed our purpose and priorities?
- How well are we achieving our agreed outcomes?
- How effectively are resources being used to deliver our priorities?
- How effectively does the council work with stakeholders and partners on agreed outcomes?

The action plan details what and how the council will do better in response to the findings.

Place

We have a good understanding of our place. Our understanding of residents' experiences and views on challenges and opportunities needs to remain current to ensure we are in tune with evolving needs and demands in the county. Our understanding has informed our policy development and priorities and enables us to benefit from the incredible social capital that our county is blessed with, enabling place-based working that reduces the demand on statutory services.

Outcomes

We have made good progress in delivering most of the outcomes set in the Corporate Plan 2017-22, which have contributed to the well-being of residents and communities. Over the past two years, some objectives were paused or scaled back as we re-purposed services to address the challenge of the pandemic. We successfully, and rapidly, adjusted our plans during this period, which helped us to meet our interim purpose of keeping residents safe and supporting those who needed our help. The contemporary policy challenges we face are complex and evolving, these include the rising cost-of- living, health inequalities and transition towards net- zero carbon and we need to adapt quickly to respond.

Enabling functions (Resources)

We have sound arrangements in place to enable and support service delivery. Officers have always delivered services within the budget set by Council. Our estate has been rationalised to reduce the amount of money spent on buildings, and we are implementing an extensive retrofit programme to lower our carbon footprint. We have adopted technology and flexible working approaches, that predated the pandemic, evolving how we deliver services. The organisation has one of the lowest staff-to-resident ratios, which can create capacity challenges, particularly when we have to bid for external funding. Other challenges include developing a scenario planned medium-term financial plan and recruiting in sectors including social care, engineering and transport. We need to strengthen our use of data as one of the most important resources when planning our services.

Partnership

We have built and sustained valuable relationships with formal and informal partners and have built networks with individuals and organisations across the UK to inform our thinking and practice. We have a legacy of effective partnership working across health and social care and play a leading role in the Cardiff Capital Region. We are also becoming more involved in the Western Gateway. We were instrumental in the creation of a Gwent-wide Public Service Board and benefit from collaborations in key service areas such as ICT provision, procurement and education support. We need to develop our thinking and plan for

the longer term working with Monmouthshire's community groups, public service partners including Welsh Government, service users and residents.

Living our values

We are a values-based organisation. Long-standing values of teamwork, openness, fairness, and flexibility were recently supplemented by a fifth value of kindness, these values were evidenced throughout the pandemic. Supporting a workforce to act in accordance with these values is a vital part of our culture, promoting staff retention and recruitment.

Understanding our local place

Public Services are facing a range of complex challenges including climate change, income and health inequalities, access to housing and transport. A clear and current understanding of the social, economic, environmental, and cultural well-being in Monmouthshire, is essential for the council to inform its purpose and priorities.

Local place

How well do we understand our local context and place and has this informed our purpose and priorities?

We have a good understanding of our places and the people who live here through a range of assessments and research including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP).

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.

The organisation is outward-looking, building relationships with formal and informal community groups enabling the council to progress its priorities in collaboration, where appropriate. The networked approach is also evidenced through a variety of projects including being the lead authority on the Cardiff Capital Region InFuSe programme, which builds skills and capacity for innovative future public services.

Building on the social capital in the county a range of place-based approaches have been developed and services focussed on the strengths and challenges in a place. Place-based approaches have been developed and continue to evolve, including in social care and supporting volunteering. The 'Community Action Network' is another example of a targeted place-based approach.

The council has a track record of understanding local communities through Area Committees which have provided an interface between local and strategic issues. They have helped to shape major proposals in the area based on the local context of the place.

Evidence has been used to inform the development of the council's purpose, Corporate Plan and well-being objectives. Through the Coronavirus pandemic the council set a series of strategic aims, on plans on a page, that evolved based on the evidence of challenges of the pandemic. This ensured that the council had clarity of purpose throughout the pandemic and accountability for delivery.

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 need to be strengthened to understand what matters, and to ensure programmes are bold and ambitious.

How do we know?	Area for development
Well-being Assessment Population Needs Assessment Replacement Local Development Plan research Cardiff Capital Region InFuSe programme Audit Wales Covid-19 learning project	Keep an up-to-date understanding of well-being, including participation of residents and service users. Develop thinking and ideas to plan longer term alongside Monmouthshire residents, community groups and public service partners.

Our Outcomes

The Corporate Plan 2017-22 contained five goals, the council's well-being objectives, and 22 commitments, which focus on the longer-term future of the county and aim to address complex challenges, in line with the Future Generations Act.

The long-term nature of some objectives means that the effects of some activity may not be clearly demonstrable over short timescales, and some activity will have an impact over the longer term. In assessing each of our 5 goals, we have considered the extent to which:

- Our goals contribute to the achievement of the seven well-being goals identified in the Well-being of Future Generations Act
- We are taking all reasonable steps to meet them
- They remain consistent with the sustainable development principle, in particular, the five ways of working. More detail on the how the five ways of working are applied is provided in the progress on each goal later in this report.

It is important that the 22 commitments to action are not considered in isolation since they can affect each other and need to be considered in an integrated way. How they integrate with each other is shown in Appendix 1.

We have included the following icons in each commitment to action to illustrate their contribution to the Well-being of Future Generations Act goals:



Informed by the evidence gathered, we have assessed each of our goals on a scale of 1-6 based on the following principles:

Level	Definition	Description
6	Excellent	Excellent or outstanding – all performance measures have achieved the target set and all actions have been delivered
5	Very Good	Major strengths – a significant majority of actions and measures are on track. No more than one or two falling short
4	Good	Important strengths with some areas for improvement – the weight of evidence shows that the successes are greater than the areas that have not been achieved
3	Adequate	Strengths just outweigh weaknesses – the evidence of success marginally outweighs areas that are not on track. Some actions are behind schedule and some measures are falling short of planned targets
2	Weak	Important weaknesses – the majority of measures and actions have not been achieved
1	Unsatisfactory	Major weakness – in most areas, performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

Goal A: Best possible start in life

WHY WE FOCUSED ON THIS?

Research shows that improving outcomes for children and young people relies upon a 'life course' approach i.e. each stage of life builds to the next. We aim to work with children, their families and communities, recognising everyone has strengths as well as needs. We will work across professions and agencies and will be led by data and evidence from emerging good practice.

As an organisation, we recognise the importance of well-being, and people's safety and security as a part of that. We will promote safeguarding and ensure that it is everyone's business and encourage active lifestyles for children and young people through a broad range of activities.

We will work to ensure that children and young people choose to attend school in the county. We will invest in all of our children's learning and development, ensuring they have the environment, skills and support to flourish and be prepared for the work of the future. We want our children and young people to be industry ready, able to contribute locally and globally, to meet the demands of a rapidly changing world.

COMMITMENT TO ACTION

Evaluation rating: 4 - Good

THE COUNCIL INVESTS IN FUTURE SCHOOLS



How well are we achieving our agreed outcomes?

The council has built a brand new, state-of-the-art school in Monmouth, along with a newly renovated leisure centre on site. We are developing plans for a new through school in Abergavenny, which will accommodate pupils aged 3-19. It will offer wider community provision including two nursery schools, a Special Needs Resource Base and adult education. The council has invested £1.1m in Chepstow school, which has improved the learning environment for pupils, and the shared site is receiving a further £1m investment from MonLife, which will improve leisure facilities.

This demonstrates the council's commitment to invest in future schools and provide learners and residents with contemporary learning environments and modern leisure facilities, supporting both education and well-being.

How do we know?

MonLife impact
School buildings
Plans for the development of Abergavenny school

Area for development

Provide further Welsh medium school provision
Review of primary and secondary education estate in Chepstow

THE COUNCIL HAS A PLAN FOR RAISING STANDARDS IN SCHOOLS

Estyn's report into Local Government Education Services in Monmouthshire County Council concluded that the authority's education service does not give cause for significant concern and identifies many strengths. The inspection did identify a requirement to improve outcomes for pupils eligible for free school meals, and a

Estyn's report into Local Government Education Services

Deliver improvements identified by Estyn.
Respond to the longer-term effects of the pandemic on education and



strengthened focus on increasing the number of pupils achieving excellent standards.

During the pandemic, the council implemented new ways of learning, including distance and blended learning approaches, which increased flexibility in provision and promoted collaboration between schools and other key partners. While there were challenges in consistently establishing this provision across all schools, it enabled learning to continue through periods when schools were closed to the majority of pupils. Attendance levels have been amongst the highest in Wales, particularly at primary level through the pandemic.

The council has increased well-being support for children and young people during the pandemic to try and mitigate the potentially negative impact of lockdowns and the disruption this caused. The longer-term effects on the well-being and mental health of children and young people needs ongoing support.

Monmouthshire schools have prepared well for the new secondary curriculum and schools will be ready to teach the requirements from September 2022.

The inability to provide school academic performance information in the last few years limits the ability to effectively evaluate progress and achievement in Monmouthshire schools.

The council has completed a review of school place allocations and secondary school catchment areas and as a result, the number of children choosing to attend school in the county has increased. Further reviews on catchment areas are needed to encourage more learners to gain their education within the county.

We have implemented a new Additional Learning Needs (ALN) Strategy, which is helping to build sustainable and resilient provision for pupils with additional learning needs. There is an increasing demand for support for children with additional learning needs, and this needs to be met. The council's proposal to delegate the school action plus

School feedback during the pandemic

MCC Coronavirus strategic aims

School attendance data

School & Education Achievement Service (EAS) feedback

well-being of children and young people.

Evaluation of progress and achievement in Monmouthshire schools

THE COUNCIL CARRIES OUT A STRATEGIC EDUCATION REVIEW



School Access Data

ALN strategy

Chief Officer Children & Young People annual report

Catchment area reviews

Implementation of ALN strategy and meeting increasing demands for support.

Development and support for school leadership.

**THE COUNCIL
IMPLEMENTS A MODEL
OF EARLY
INTERVENTION AND
PREVENTION FOR
CHILDREN AND
FAMILIES**



funding allows schools more flexibility around the support and funding available for ALN pupils.

The council has supported and developed the resilience of school leadership throughout the pandemic to provide the leadership that schools required in such uncertain times. Challenges remain to support school leaders to guide schools through remaining challenges and longer-term direction.

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. 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.

The council has implemented services to manage early identification and pre- and post-statutory children services intervention with families. 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 meet this demand and providing appropriate and timely support is challenging.

Services have developed and increased the support available for children, young people and their families through the pandemic, including within the school setting. This has provided additional support for well-being and mental health at a time of great uncertainty. There is a significant need for mental health and emotional well-being support, which has been exacerbated by the challenges many have faced during the pandemic, and this increased provision has contributed to dealing with the growing demand.

Despite disruptions due to the pandemic, MonLife has delivered sport and physical activity provision at leisure centres and schools across the

Children's services
performance data

Director of Social
Services Annual Report

Chief Officer Children &
Young People annual
report

MonLife 'impact page'
and data

Capacity and arrangements to meet
increased demands for early help
and preventive services.

Meet demand for mental health
and emotional well-being support

**THE COUNCIL ENSURES
PERMANENT
ACCOMMODATION
AND SUPPORT FOR
LOOKED-AFTER
CHILDREN**



county through a variety of schemes, such as the Monmouthshire Games. 899 children took part during 2021, and 99% said they would come back again. There has been a high level of participation within this programme, which has supported children and young people to be active, improving their well-being and contributing to a healthy lifestyle.

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. Children's Services have focused on working with families to support their strengths, manage risks and achieve good outcomes. There are 74 children in the Achieving Change Together team; during 2021/22, 81% were supported to remain at home, 91.5% have improved school attendance, and 100% reported increased family resilience. Some of the support to families was adapted during the pandemic, although direct care and responding to safeguarding referrals remained in place.

Nevertheless, the impact of the lockdown has meant that some families may not have received the support they needed to reduce harmful behaviours, abuse and neglect at an early stage. The potential risk that child welfare concerns were not recognised or referred early enough continues to be a contributory factor in the increased complexity of support required from Children Services and is an on-going pressure on the service.

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. Overall, the number of in-house foster carers has increased over the last 4 years from 24 to 40. 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.

Director of Social
Services Annual Report

Whole authority
strategic risk register

Rate of children who
are looked after

Meeting demand and increased
complexity of support required
from children services

Suitable and safe placements to
support children requiring them.

Foster carer recruitment

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals						
Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓		✓	✓		✓	

The long-term nature of this goal is intrinsic to its success. Working with and involving children and young people, as early as possible, to identify their needs will give them the best chance of achieving their maximum potential. Preventing problems before they start will provide our young people with the best chance to develop. By focusing on prevention, we will aim to reduce the number of children who rely on statutory services and should support them in a way that provides them with a better outcome. Using a collaborative approach and aligning services provides a rounded resource, with the right people in the right place at the right time. It also reduces duplication, avoids the need for multiple referrals and provides a complimentary methodology of care that works in harmony for the young person. Overall, this approach integrates the needs of our young people, ensuring they have the best opportunity to achieve their goals.

Measures of progress

Measure	Previous	Latest	Target	Comment
Percentage of children and young people at the end of KS2 in Monmouthshire primary schools who move to a secondary school in the county	82.3%	Not yet available	Increase	Latest is summer 2020 data
Percentage of pupils with a statement of special educational learning need who are educated in mainstream setting within the county	65.3%	66.9%	Increase	
Percentage of Year 11 leavers not in education, training or employment (NEET) ⁱ	1.4%	2.0%	1.0%	
Percentage of children who are looked after that experience non-transitional school moves	10.9%	5.4%	<10%	

Percentage of families supported by early help services who report being helped with what matters to them:				Pre statutory is early intervention prior to receiving statutory children's social services
Pre statutory Services	i) 84%	i) 84%	Increase	
Statutory services	ii) 87%	ii) Not available	Increase	Statutory services are early intervention through prevention into care
Percentage of children placed with generic/kinship foster carers	41.3%	41.3%	Increase	
Percentage of pupils who take part in sport on three or more occasions per week ⁱⁱ	45%	Next survey 2022	Next survey 2022	Previous data - 2018 survey, Sports Wales. Next survey postponed to Spring/Summer 2022
Number of young people trained in the playmaker award	920	910	900	

Goal B: Thriving and well-connected county

WHY HAVE WE FOCUSED ON THIS?

Monmouthshire has the second highest number of businesses per head of population in Wales. It has a relatively low business start-up rate compared to the Wales average and that of the Cardiff capital region, however, the business death rate is also below average, and the five-year survival rate is comparatively high. Nevertheless, between 2014 and 2019, Monmouthshire saw only a 9.4% increase in the number of active enterprises, compared to an increase of 17.2% for the Southeast Wales Region and 12.3% for Wales overall^{vi}. As the closest point for business relocation from England and in particular Bristol, post cessation of the Severn bridge tolls, we need to seize the opportunity to boost research and development capacity. We will develop a clear strategy that articulates our distinct strengths and goals for enhancing competitiveness, innovation and productivity.

We want Monmouthshire to be a place to be – not just a place to be from – so we will review our local development plan to ensure it is meeting our needs. The delivery of quality, sustainable and affordable housing will help to enable the retention of young people, helping combat ‘brain drain’ and managing the social and economic challenges associated with a rapidly ageing population.

We will tackle the barriers to productivity and focus sustainable infrastructure and connectivity. Externally, developing such foundations will enable businesses and community enterprises to deliver employment, growth and prosperity. This will enable businesses to look beyond our shores for customers. Internally, we will unlock the value of our own procurement spend, developing data-driven, enterprise and commercial mindsets and more innovative approaches to local market creation.

Evaluation rating: 4 - Good

COMMITMENT TO ACTION

THE COUNCIL DEVELOPS AND DELIVERS A NEW ECONOMY AND ENTERPRISE STRATEGY



How well are we achieving our agreed outcomes?

In 2019, we prepared the *Vision Monmouthshire 2040: Economic Growth and Ambition Statement*. This sets the economic ambition for the county and is supported by the Inward Investment Prospectus, which identifies and promotes suitable employment sites and premises.

We have established business support networks. These enabled better communication with the local business community and Chambers of Commerce. Attendees have benefitted from adoption of technology enabling more people to attend remotely. We have developed better knowledge of the county’s businesses from the work we did administering the COVID-19 business grants programme. This has enabled the council to work more closely and effectively with the local business community.

We used the Business Resilience Forum to unite businesses during the pandemic and there is potential to learn from this approach to improve

How do we know?

2019 Vision
Monmouthshire 2040:
Economic Growth and
Ambition Statement

Business support network participation

Businesses assisted by Monmouthshire Business and Enterprise Team and referrals to partners

Area for development

Build on the strong network and engagement platform to create a new business engagement model.

Enhance economic development services for businesses and build on the success of the Business Resilience Forum.

**THE COUNCIL
MAXIMISES ECONOMIC
POTENTIAL THROUGH
DELIVERING THE CARDIFF
CAPITAL REGION CITY
DEAL**



**THE COUNCIL DELIVERS
BETTER
INFRASTRUCTURE
CONNECTIVITY &
OPPORTUNITY**



how we engage with other groups. We established employment fayres to bring local employers together with those seeking employment opportunities.

We produced an Apprenticeship, Graduate and Internship strategy and appointed a coordinator to lead this work. They have promoted careers with the council resulting in ten apprentices being recruited, along with four graduates. Alongside this, we have used the Kickstart scheme to help 39 young people into employment.

Monmouthshire has secured investment and funding through the Cardiff Capital Region (CCR) city deal. This includes Metro Plus funding for the Severn Tunnel junction car parks and £5m from the Housing Site Investment Fund. Investment in the Cardiff Capital Region will benefit the economy in the whole area, including Monmouthshire.

Generally, there is a lack of understanding around regional governance structures. Consequently, there is a risk that scrutiny of funding mechanisms and their associated benefits is not as effective as it could be; this is an area that requires development.

The council has invested in Severn Tunnel Junction, Abergavenny and Chepstow stations to improve transport links and accessibility to public transport for visitors, residents and businesses.

We invested £3m in 2021/22 to develop new active travel routes and enhance existing routes. It is anticipated that this will encourage residents and visitors to consider alternative forms of transport. We have submitted almost £8m of grant applications to continue the existing schemes in Abergavenny, Caldicot and Monmouth.

We have produced a Highways infrastructure plan. This includes a three-year forward programme for resurfacing, to improve the condition of roads.

Digital infrastructure works have not been progressed at the pace intended because of the pandemic. The latest reported digital deprivation rate still stands at 12.5%. We are reviewing 5,600 premises with poor

Cardiff Capital Region City Deal reports

Improve communication on the benefit and impact of the CCR city deal, and other regional governance structures

Road condition performance indicators

Implement the Highways Infrastructure Plan

Digital deprivation rate

Use updated digital deprivation data to target solutions to areas suffering poor connectivity.

**THE COUNCIL PROVIDES
MORE OPPORTUNITIES
FOR LOCAL LIVING,
WORKING & LEISURE**



**THE COUNCIL UNLOCKS
ECONOMIC VALUE OF ITS
SPENDING POWER**



broadband, with the possibility of Altnets supplying services. However, 2,400 premises still have no potential suppliers available.

In 2018, we worked alongside the Cabinet Office to encourage technology companies to develop digital solutions to rural transport. Although, it has faced delays due to the pandemic, our partner, Transport Design International, has developed a digital transport platform, which includes a journey planner, provides access to demand responsive transport and community car scheme bookings, and a secure lift-share scheme.

We have reviewed The Local Development Plan and determined that Monmouthshire needs a replacement LDP. We started work but this has been delayed, largely because of the pandemic and publication of the updated/corrected WG population and household projections. The current LDP 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, and to meet the future needs of the county.

We adopted the Usk Town Improvement in December 2021 and established a steering group to oversee its implementation.

We are continuing to deliver projects identified in the 2018 Caldicot Town Centre Strategy and Action Plan and engaged residents on designs for the town centre and Newport Road West.

Work began in early 2022 on the development of a Placemaking Plan in Chepstow, with further engagement planned for later in the year.

The council has worked with residents and stakeholders on regeneration proposals for Monnow Street in Monmouth, and a Placemaking Plan for the town is expected to be developed in 2022/23.

We entered a collaboration with Cardiff Council to provide the council's procurement services. The focus is to keep the council's pound within the county boundaries and its neighbouring authorities, whilst ensuring compliance with the procurement rules and regulations. We have begun

RLDP progress reports

Usk Town Improvement Plan

Caldicot Town Centre Strategy and Action Plan

Address the relationship between a shortage of business sites and low business start-up rates in the county linked to the restrictions in the RLDP (challenge from WG).

Procurement strategy

Broaden the organisational understanding of the power of the local pound, and how it can benefit local businesses.

projects to encourage local businesses to compete for authority contracts. Our tender processes now focus on social value as well as cost.

The council is developing objectives for its Procurement Strategy from 2022 onwards. Additional resources are required to develop actions, performance indicators, and to establish ownership to increase the accessibility of procurement opportunities to SMEs and the third sector. The strategy needs to be disseminated throughout the organisation to ensure the measures and metrics are adopted.

Training will be provided to inform technical officers of their role in understanding local markets and where possible, promote more local spend

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals						
Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓	✓	✓		✓

This goal is aimed at the **long-term** viability of Monmouthshire as a thriving place to live, work and visit. The City Deal is one example where we work **collaboratively** with neighbouring authorities to maximise opportunity. Keeping Monmouthshire thriving and well-connected promotes **integration** and impacts on the social, economic, environmental and cultural well-being of the county. This requires **collaboration** with local businesses and other organisations, and **involvement** from the local community to maximise opportunities. Considering the global well-being of Wales is also important and this goal focuses on ensuring decisions are made with future generations in mind and takes a preventative approach to enable the retention of young people.

Measures of progress

Measure	Previous	Current	Target	Comment
Gross Value Added (£ per head) ⁱⁱⁱ	£21,458	Not available	Increase	Gross Value Added estimates the total output of an economy. Previous data is from 2020
Difference in average pay between men and women ^{iv} :	£11.00	£146.00	Reduce pay difference	Average weekly earnings for employees working in Monmouthshire. Current is 2021/22. Data for the previous two years, 2019/20 and 2020/21, significantly lower than recent years' trends.
Men	£579.70	£615.20		
Women	£568.70	£469.20		
Average weekly earnings of people who work in Monmouthshire ^v	£574.90	£576.30	Increase	Based on calendar year; current is 2021 data.

Number of active business enterprises in the county ^{vi}	4240	4200	Increase	Data is recorded on a calendar year basis; current is 2020 data
Number of businesses assisted by Monmouthshire Business and Enterprise Team and referrals to partners	6478*	88	75	* Previous year figure relates to total number of support payments made to businesses, including support grants during Covid-19
Total income generated from tourism ^{vii}	£81.16 million	Not yet available	10% increase by 2020	Data is recorded on a calendar year basis; previous is 2020 data. The original target set in the corporate plan has since been impacted by the pandemic.
Number of market and affordable housing units built	419 (of which 71 affordable)	361 (of which 35 affordable)	488	
Number of premises with access to high-speed broadband through the Superfast Cymru 2 scheme	549	618	2113 (over 3 years)	Current is from June 2021. (This is a cumulative figure and includes the 549 from 2020/21)
Number of white premises gaining access to high-speed broadband	970	1095	0 white premises	Includes the 618 premises provided with access to high-speed broadband through WG's Superfast Cymru 2 programme as of June 2021 (This is a cumulative figure)

Goal C: Maximise the Potential of the natural and built environment

WHY HAVE WE FOCUSED ON THIS?

Monmouthshire has a spectacular natural environment, a unique heritage value and a culturally rich identity. We believe that necessary growth, development, and expansion of our place need not compromise our distinctive offer – indeed, it should complement and enhance it. As an agricultural and food-producing county, we recognise the moral and economic impetus around reducing food waste and the impact on greenhouse gases. We support the principles of the ‘circular economy’ and the recycling and restoration of goods and want to work with businesses and organisations that subscribe to these too.

We have declared a climate emergency and are committed to delivering the strategy and action plan to reduce the council’s carbon emissions. We will maintain the internal corporate systems, policies and asset management plans that emphasis carbon reduction, energy resilience and a green council culture. Connected to this, we will safeguard the wider environmental interests of our rural communities through developing multi-agency approaches to road safety.

We will continue to recognise the value of our culture and heritage in enhancing the livability of our county. We will work with partners and communities to enhance our high quality recreational and cultural facilities to provide opportunities for people to learn, develop and enjoy themselves, and help to attract the talent which is key to driving a strong economy.

COMMITMENT TO ACTION

Evaluation rating: 3 - adequate

THE COUNCIL DEVELOPS & DELIVERS A SUSTAINABLE PLAN FOR ENHANCING THE LOCAL ENVIRONMENT



How well are we achieving our agreed outcomes?

How do we know?

Area for development

The council has implemented nature recovery plans that enhance wildlife, insects and plant species in the county. These include Nature Isn’t neat and the Local Places for Nature Programme, which encourages habitats for wildlife, and a tree planting programme, which has seen 6,274 trees planted during 2021/22, taking the total to 14,630 since 2019. A large number of trees infected with ash dieback are being removed. We are seeking the views of residents on the current projects underway to enhance the local environment.

Nature recovery plans

Explore public perception of the plans underway to enhance the local environment

Area of Managed Grassland plan

Integrate nature recovery and decarbonisation programmes for maximum impact

Number of trees planted

We work effectively in partnership to deliver programmes that support nature in the county. These include the Wye Valley AONB, Living Levels. Gwent Green Grid Partnership and the Monmouthshire and Newport Local Nature Partnership. We have implemented Green Infrastructure projects that deliver pollinator friendly management and access improvements. We have raised residents’ awareness via nature learning events and activities, and provided grants for community groups to run projects, including barn

The Gwent Green Grid Partnership and the Monmouthshire and Newport Local Nature Partnership

THE COUNCIL WILL DEVELOP AND IMPLEMENT CLEAR PLANS TO REDUCE ITS CARBON EMISSIONS TO NET ZERO BY 2030 AND WORK WITH COMMUNITY GROUPS TO REDUCE EMISSIONS ACROSS THE COUNTY AS A WHOLE



owl nest boxes, help for hedgehogs, bat activity monitoring, and orchard biodiversity enhancement.

The integration of nature recovery and decarbonisation needs to be strengthened at all scales to maximise the progress and impact they have on the local environment.

Council declared a climate emergency in May 2019 and has developed a climate emergency strategy and action plan to respond to this. The 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. We have baseline carbon emissions data for 2019/20 and 20/21, but there is not 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.

The council has developed or improved 15 active travel routes that allow residents and visitors to use walking or biking as a means of travel. £3.9m has been awarded for 11 strategic and 3 core active travel projects. A digital tracking system is being trialled to monitor active travel participation, and increased levels of public-facing information is being shared, such as an updated website and active travel maps, to support modal shift.

The authority has 26 ultra-low emission vehicles but does not yet have the infrastructure to fully decarbonise its fleet. Progress is limited by grid capacity and the lack of availability of suitable electric vehicles for our rural county. An electric vehicle strategy and action plan is being developed.

We have established reuse shops and are effectively supporting the circular economy in the county and contributing to reducing waste. We are engaging and educating young people on climate change through projects such as the Playmaker Programme, Make Your Mark Surveys and Engage2Change, and enabling them to take positive action themselves.

Climate Emergency Strategy and Action Plan	Understanding carbon emission and focus of resources
Active travel funding and monitoring	Increasing amount of waste being generated in the county and move to net zero waste.
Playmaker Programme, Make Your Mark Surveys and Engage2Change	Better understanding of who is working to address river pollution, and how the council can contribute to addressing the river phosphate levels. Also need to understand the impact on development plans
Recycling rates	Incorporation of climate and decarbonisation into strategic procurement collaborations

The council is meeting Welsh Government recycling targets, due to resident participation in recycling and changes to support a move from the use of civic amenity sites to kerbside collections. 68.99% of waste was reused, recycled, or composted in 2021/22 which puts us in line with Welsh Government targets. However, the total amount of waste generated in the county has increased, which needs to be addressed. We have implemented changes to the garden waste collections process successfully and as a result, reduced the subsidy required by the service.

High levels of phosphates have been measured in two of the county's rivers associated with agricultural runoff and sewage affecting water quality in these areas. This could have significant implications for the progression and implementation of the Replacement Local Development Plan (RLDP).

The council is developing its Procurement Strategy for 2022 onwards. We need to focus on the importance of making sustainable procurement decisions that have a positive impact on the environment as well as the economy, and this will have an important role to play in reducing the council's carbon impact.

**THE COUNCIL KEEPS
ROADS AND AREAS
SAFE**



The Council has implemented 12 20mph road schemes across the county to help make town centres safer and to contribute to the implementation of the active travel initiative. Other road safety initiatives being implemented include pilot school street closures during drop off and pick up times, and the Green Cone Scheme, which is a Welsh Government initiative to help keep school children safe as they arrive at and leave the school grounds.

20mph have been implemented

Communication with residents on the benefits of the 20mph scheme

Resident feedback suggests a mixed response to the new 20mph zoning scheme. We will need engage further with road users.

**THE COUNCIL
ENHANCES LOCAL
HERITAGE AND
DEVELOPMENT OF
ARTS AND CULTURAL
SERVICES**



Monlife have focused on staff training to build knowledge and confidence of the different heritage sites across the county. Staff are now working together across sites to create a better experience for visitors by bringing consistency into the breadth and quality of information held about each heritage asset. Since MonLife's inception in January 2020, 300,000 visits have been recorded to heritage attractions, and over 53,000 visitors have been welcomed to Monmouthshire museums.

MonLife Impact webpage

Longer term planning and improved feedback loops to understand what visitors want.

We are developing an overarching five-year Heritage Strategy and action plan to bring structure and concise direction for development across all heritage assets and services. Audience Data Capture needs development, as an important tool in understanding how the heritage and arts are meeting the expectations of visitors, and in shaping the future provision.

We have undertaken an investment programme in the Borough Theatre, including external funding, to ensure it is an accessible, professional, artistic amenity that, alongside the recently refurbished library, community learning space and market, provides an exciting and realistic cultural focus. The £1m refurbishment work has been a significant undertaking and is on schedule for completion in October 2022. It will enable the theatre to provide quality customer service and experience, whether presenting international performers, local community groups or a primary school celebration. It will be flexible to the needs of our audiences, visitors, and artists to enjoy performances, participatory arts sessions, and arts encounters in a number of different ways.

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals						
Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓		✓	✓	✓

Monmouthshire is a beautiful place, with a stunning natural and built environment. We have a collective responsibility to ensure this is available for future generations to enjoy so our plans must be focused on the long-term and look to prevent problems from occurring in years to come. Involvement is required with partners and communities to maximise the potential of the environment within the county. Working in collaboration with organisations who can enhance our environment will provide expertise in all aspects of our work, for example this will allow us to trial the latest technologies in renewable energies and hydrogen. Creating a prosperous, healthy and resilient area for people to enjoy demands the integration of this objective as the environment within Monmouthshire forms such an important part of achieving a range of goals.

Measures of progress

Measure	Previous	Current	Target	Comment
Percentage of waste reused, recycled or composted	68.88%	68.99%	64.0%	Current is provisional 2021/22
Average number of days taken to clear fly-tipping incidents	5.55	4.69	<5	
Percentage of streets that are clean	Not available	98.8%	97.5%	
Percentage reduction of council carbon dioxide emissions	Not available	Not yet available	Net zero by 2030	
Capacity of renewable energy in the county driven by the council	Not available	Not yet available	Increase	
Levels of nitrogen dioxide (NO ₂) pollution in the air (µg/m ³) ^{viii}	8	8	Decrease	Current is data from 2019
Number of trees planted	7790	6274	10,000 (by 2022)	Target exceeded
Number of new active travel routes	13	15	12	
Number of rural communities in which speed safety initiatives are supported	6	12	Increase	
Percentage of roads in poor condition:				
A roads	2.7%	Not yet available	<3%	
B roads	5.2%		<5%	
C roads	7.7%		<8%	
Total amount of Rural Development Plan funds committed to projects in Monmouthshire	£98,256	£171,261	£1,674,000 (Dec 2021)	

Goal D: Lifelong well-being

WHY DID WE FOCUS ON THIS?

Developing well-being and adopting community-focused approaches is about changing practice and lives. The Corporate Plan 2017-22 committed to the personalisation of care and true collaboration with people who had care and support needs and carers.

Making deep relationships the norm is challenging but we believed it was the right thing to do. Developing really effective partnerships and supporting individual family and community resilience was key to this.

Creating good social support systems relies on more than just the economic and wealth creation aspects of our work. We worked to create prosperity for all, which meant taking into account economic and social well-being.

The focus of this goal was social justice, addressing inequalities and improving outcomes for the county's people and communities. We set out to cultivate social capital and promote access to opportunity, and in so doing, work towards better physical and mental health and social care outcomes. Our approach took a strengths-based approach to encourage independence, self-care, support, learning, and engagement.

COMMITMENT TO ACTION

Evaluation rating: 3 - adequate

THE COUNCIL ENABLES CONNECTED AND CARING COMMUNITIES SUPPORTING PEOPLE TO LIVE INDEPENDENTLY



How well are we achieving our agreed outcomes?

The council is developing place-based approaches to support people's well-being. We are building networks that enable people to connect with groups and activities in their local community maintaining their well-being, reducing the likelihood of them requiring formal services. An example of this is the *Early Help Panel* within Children's Services or *Community Conversations* in Adult's Services, which help ensure people have access to the right help before needs and vulnerabilities escalate. We take the approach of prevention and de-escalation at all levels of need, for example, the Community Nights Service, which has reduced calls for ambulances and helps to support people living in their own homes and communities for longer.

Despite this, we have seen increased demand for services. Some of this is attributable to the effect of lockdown as people experiencing reduced confidence and physical frailty. This is compounded by the challenges we have experienced across social care in the last decade such as

How do we know?

Director of social services annual report
Social Services service user questionnaire
CIW Assurance Check (Feb 2021)

Area for development

Develop a sustainable care sector to meet ongoing demand and achieve people's personal outcomes.

Build on the 'Turning the World Upside Down' model to increase place-based/locality approaches to care provision

reduced funding and difficulties recruiting as well as increasingly complex needs.

The demand and complexity of support in Adults' Services has increased over recent years. Due to the fragility of the social care market, the number of providers leaving the market, and a lack of care staff, there are delays in provision. Access to care and support is not always timely, and at times, our weekly unmet need within home care has reached 2000 hours.

Social Services provided advice or assistance to 4,215 adults who were not already in receipt of care or support during 2021/22. This was over 250 more than the previous year indicating increasing levels of demand. Similarly, Social Services provided 3,379 children not already in receipt of care and support with advice or assistance, an increase of almost 680 on the previous year

87.9% of adult social care survey respondents who were asked about their care and support felt that it met their needs. During 2021/22, 240 packages of reablement were completed allowing people to live independently in their homes. Of those, over 50% did not require any further support indicating they had been successful in preventing higher levels of dependency, which is a reduction from the previous year.

**THE COUNCIL WORKS
COLLECTIVELY TO
DELIVER ON SOCIAL
JUSTICE, ENABLING
PROSPERITY AND
REDUCING INEQUALITY
BETWEEN
COMMUNITIES AND
WITHIN COMMUNITIES**



The council has developed a Social Justice Strategy which includes action plans on Tackling Poverty and Inequality, Food Development and Homeless Transition. Despite our efforts, there will be points in people's lives at which they experience financial hardship. We have undertaken extensive data analysis and qualitative research and now have a far better understanding of inequality at a local level and how it affects people's lives. We have begun to develop interventions in response to this analysis and need to implement these and evaluate the impact.

Homelessness is a significant challenge in the county, with the number and type of homeless accommodation unsuitable to meet demand. We have worked with housing association partners to make additional social housing available for homeless households, and the proportion

Social Justice Strategy

MCC Coronavirus
Strategic aims

'Money Matters' web
resource

Develop interventions based on what our analysis is telling us and track the impact of these programmes of work

The requirement for suitable accommodation for homeless people, including specialist provision for those with additional needs

has increased from 38% in 2020/21 to 47% in 2021/22. 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.

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.

We have created The Community Action Network which is a targeted place-based approach with a new focus on 'Participatory Budgeting' and maximising the inclusivity of marginalised groups. These networks provide vital support to communities.

The council has established a 'Money Matters' web resource and associated campaign, in partnership with other providers across the county. This provides information and advice on the cost-of-living and in the first six months of the year, the site received over 1,600 visitors.

**THE COUNCIL ENABLES
BETTER LOCAL
SERVICES THROUGH
SUPPORTING
VOLUNTEERS AND
SOCIAL ACTION**



We have developed a network of community volunteers through the *A County That Serves* and Be.Community Programmes. This is built on a foundation of existing social capital and meant we were rapidly able to mobilise volunteers during the pandemic. They provided support such as connecting shielding people with others who could help with shopping or collection of prescriptions. There are currently 538 active volunteers registered on the volunteer database, all actively linked to a volunteering opportunity within the county.

The Be.Community learning and development programme for volunteers has run 19 courses attended by 294 volunteers, with a further 10 bespoke courses provided to meet specific group needs.

Be. Community
programme

Connect Monmouthshire

Volunteer Kinetic system

Our Monmouthshire

Continue to work with volunteers
to ensure social capital supports
community well-being

THE COUNCIL BOOSTS LEISURE, RECREATION AND WELL-BEING



The council has made significant investment to improve the leisure offer in Monmouth, Abergavenny and Chepstow. We have made a resubmission to the Levelling-Up fund, with plans to invest in Caldicot Leisure Centre. There have been 863,000 visits to the four Active leisure centres since MonLife's inception in January 2020. Leisure services lost 40-45% of members through the pandemic, but this is recovering through ongoing targeted promotions and campaigns to encourage people back to our sites. In April 2022, memberships were around 85% of pre-pandemic levels.

MonLife has created a range of programmes to support active lifestyles for children and young people in the county, and to enhance the well-being benefits it brings. 423 children were supported through the Food and Fun Programme, which makes children more active, improves their diet, and helps parents meet the costs of school holidays. The Shift project has offered non-clinical support to 170 young people aged 11-25 in Monmouthshire who are experiencing issues which are impacting on their mental health and/or emotional wellbeing. 90% perceive an improvement in their mental health/emotional well-being.

MonLife recognises the importance of the outdoors in boosting leisure, recreation and well-being. We have improved active travel through the year with considerable investment, but we need to identify who uses our active travel routes in order to continue to improve them. Following the closure of outdoor education services during the pandemic, we have reopened all facilities to full capacity. During 2021/22, the service provided outdoor learning to elected home-educated young people and held disability-specific outdoor education sessions.

The National Exercise Referral scheme was impacted by the pandemic and the restriction on face-to-face meetings. We provided live stream classes online and pre-recorded classes on Monmouthshire's customised Fitness and Health app. The digital solutions have proved so successful that we have kept them for both consultations and classes, despite returning to face-to-face delivery. This has been most advantageous for clients who are reluctant to return to the leisure

MonLife 'impact page' and data

Leisure services memberships

Use and participation in leisure facilities

Monitor active travel usage to determine who uses it in order to make targeted improvements

Promotion of the outdoor education service, and its benefits for young people

Integrated approach to sport development, youth service and play to ensure a coordinated offer and support for children and young people's wellbeing

centres. Of the 2021/22 referrals, 70% reported an increase in fitness and 64% reported a lower BMI/weight loss.

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals						
Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓	✓	✓		

Adopting community-focused approaches promotes **collaboration** which in turn will support well-being. By working with communities, we hope to **prevent** problems from occurring. Opportunities are plentiful in our county, so it is vital that everyone is able to be **involved** to maximise benefits to well-being. This should have a **long-term** benefit to individuals and communities. Our actions will have an **integrated** benefit for many aspects of the act, promoting a prosperous Wales, a more resilient and a healthier Wales. They will promote a Wales of cohesive communities and overall, help to create a more equal Wales. There is also strong integration with our responsibilities under the Social Services & Well-being Act.

Measures of progress

Measure	Previous	Latest	Target	Comment
<i>Old measure: Percentage of people living independently at home 6 months after reablement</i>			75%	
New measure: percentage of packages of reablement completed during the year which mitigated the need for support	58.8%	50.8%	Increase	
Percentage of adult services users who are happy with the care and support they have had	89%	87%	90%	
Percentage of adult services users who feel they are part of their community	52%	51%	Increase	
Percentage of people living in households in material deprivation ^{ix}	10%	Not available	Decrease	National survey for Wales indicator; data from 2019/20
Percentage of people satisfied with their ability to get to/access the facilities and services they need ^x	Not available	88%	Increase	National survey for Wales indicator, 2020/21
Number of volunteers directly supporting Monmouthshire County Council	1072	538	Increase	Previous year not directly comparable to current. New methodology for data capture to improve accuracy and transparency
Percentage of people participating in sport 3 or more times a week ^{xi}	36%	Not available	Increase	National survey for Wales indicator; data from 2019/20

Percentage of people participating in the exercise referral scheme still active after 16 weeks	Not available	52%	>50%
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Goal E: Future-focused Council

WHY HAVE WE FOCUSED ON THIS?

Our operating environment is a changing and challenging one. Demographic shifts, increasing demand and fiscal uncertainty all require an understanding that 'business as usual' is no more. We will continue to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities. This outward-facing approach will mean reducing the reliance on traditional public services and having more genuinely collaborative local relationships. Digital will feature strongly in this, allowing 'fit for future' service models and enabling the sharing of approaches and resources to addressing crosscutting problems.

Our goal is to continue to build an engaged, responsive and adaptive council, able to provide effective leadership, in collaboration with other local partners. We will develop and sustain a dynamic, healthy and rewarding work environment that develops, attracts and retains top talent and enables them to perform at their best.

Good governance will be at the heart of what we do, and we will ensure that the right information gets to the right people to inform decision-making. We will integrate a service focus into all dealings with customers and ensure they are well informed and engaged in decision-making. We understand the best public servants see themselves as not working for the council but for the county.

COMMITMENT TO ACTION

Evaluation rating: 4 - good

COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS



How well are we achieving our agreed outcomes?

How do we know?

Area for development

The council has developed digital channels that have increased the ability for customer requests to be addressed. These include the development of a Welsh and English bilingual Chatbot that is enabling contact 24/7 on a broad range of subjects, the first council chatbot in the UK. The My Monmouthshire app is enabling customers to arrange the services they need more easily at a time of their convenience.

Chatbot and My Monmouthshire App data

Improve self-service capabilities and reduce telephony reliance by customers

The Council increased resource at the contact centre during the pandemic, which met the increasing demand for customer services, particularly while face-to-face service delivery was closed.

A customer service review has been established to review how to meet customer service demand efficiently and effectively and the integration of the Councils' processes and systems to respond.

**COUNCIL OPENS UP
DEMOCRATIC
ENGAGEMENT &
COLLECTIVE DECISION-
MAKING**



The Council has implemented live streaming of democratic meetings and provides all meeting papers on its website. This has increased the transparency of democratic arrangements for our residents. Arrangements were adapted quickly and effectively during the pandemic allowing all council meetings to operate remotely, allowing democratic scrutiny and decision making to continue. Learning from the arrangements during the pandemic, we have now implemented hybrid meeting technology, accommodating both remote and physical attendance at meetings.

We have recently reviewed our scrutiny arrangements following a self-evaluation and have established four new role-based scrutiny committees in place of the existing committees. Two of the new committees play a key role in engaging the public in developing policies, shaping services and reflecting the public voice to decision makers in advance of decisions being taken. In addition, we have revised our Public Open Forum process to enable the public to attend meetings in person or remotely, and to submit representations to scrutiny committees by video, audio or in writing. We have a Scrutiny website that provides clear accessible information to the public on the role of scrutiny and advises how to get involved.

More needs to be done to increase public participation in scrutiny. A wide-ranging piece of work has been commenced for a wholesale review of all engagement with a view to the production of the council's Public Participation Strategy as required by the Local Government and Elections Act 2021.

The council has carried out a range of engagement and consultation exercises to seek the views of local people, including on subjects such as financial arrangements, active travel routes and well-being. The council must develop its thinking and ideas as it plans for the longer term. The involvement and participation of, and engagement with, Monmouthshire's community groups, public service partners, service users and residents will need to be strengthened to understand what matters, and to ensure programmes that are agreed meet needs in the county.

Democratic meeting minutes and agendas website.

Public participation in scrutiny and decision making

Involving Monmouthshire residents, community groups and public service partners in longer term planning.

**THE COUNCIL DELIVERS
A SUSTAINABLE AND
RESILIENT
ORGANISATION AND
RELEVANT, VIABLE**

The Council's financial planning arrangements have enabled it to continue to resource services, monitor spend and agree budgets for forthcoming years. The pandemic has had a significant effect on the council's finances, with additional costs and loss of income. The authority made claims to Welsh Government who have provided a significant level of funding through its COVID Hardship Fund to cover these costs. For 2021/22, the council has delivered a positive revenue outturn of £5.62m and that has

Financial reports

Commercial strategy

Financial planning with the uncertainty of pressures facing the council and residents

AND VALUED PUBLIC SERVICES



been brought about significantly by specific WG grant funding. 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. A robust budget setting process enabled the Council to agree a balanced budget for the forthcoming year, 2022/23.

The pandemic has also significantly affected the council's medium-term financial planning. This medium-term financial plan 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 and responsiveness to challenges, such as the cost-of-living.

We have worked hard to ensure help and support is provided to vulnerable households, whilst also working to ensure that council tax collection rates are maintained within expectations. The 2021/22 collection rate is 97.4% and was 97.8% prior to the pandemic. Examples of support include ensuring claims for benefits/Universal Credit were processed quickly; awarding Discretionary Housing Payments; ensuring households are claiming all eligible reliefs for their council tax; and agreeing flexible payment plans for any council tax arrears. We have developed or built systems and processes to ensure the timely payment of Welsh Government support including Winter Fuel Payments, Self-Isolation Payments and Business Support Grants.

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. Through the strategy, an investment portfolio has been built on. 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.

THE COUNCIL PUTS PEOPLE AT HEART OF ALL IT DOES AND INSPIRES EXCELLENCE IN WORKPLACE AND EMPLOYEES

The council has created networks and arrangements for staff feedback that are being used to shape the organisation's focus, direction-setting and staff support. Arrangements have been adapted and maintained that were implemented through the pandemic to support staff communication and wellbeing, this includes the regular all staff forum the 'Digital Cwtch' and People Leader Question & Answer session, which hosts an average of 30 leaders on a weekly basis. The feedback from these sessions demonstrates they are valued support mechanisms for staff. People's Question & Answer sessions have been held, allowing people services colleagues to meet with over

People strategy

The rising cost-of-living and impact on residents.

Updated People strategy

Recruitment system and arrangements

Training and development system



500 members of staff across all directorates. There has been a reduction in casework because proactive mechanisms are being encouraged and facilitated throughout the organisation.

Throughout the pandemic, the workforce adapted quickly and effectively to continue to deliver services to residents, visitors and businesses in the county. We are reviewing and adjusting working arrangements, informed by the learning and feedback during this time. For office-based staff, we have established a desk-booking system and collaborative working areas enabling staff to choose to work where they feel most comfortable. The People Strategy needs to be updated incorporating the learning from the pandemic to set the direction and activity to support and develop staff.

We have adjusted recruitment arrangements, with a focus on flexibility and individualisation. This has led to successful recruitment campaigns in some service areas. Recruitment challenges remain, partly impacted by national skill shortages, and learning and arrangements need to be shared and developed consistently throughout the organisation.

The organisation's training offer needs development to meet the current and future skills required and support leadership and development. We are implementing a learning management system to support this.

implementation and offer

Contribution of Council goal to Future Generations Act Well-being Goals

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓			✓		✓

The long-term nature of our goal is evident – shaping our services to meet the needs of our communities now, and into the future, is essential if we are to remain relevant and viable. Utilising data more effectively to plan preventative approaches and enhancing our digital capabilities are just some of the ways we intend to do this. Involving people in decision-making and scrutiny will ensure our direction of travel is collaborative and fit for the generations to come. Integrating our approach will make sure that our resources are used in the places they are needed the most, and as efficiently as possible. Making our reducing financial resources stretch as far as possible is vital for future sustainability.

Measures of progress				
Measure	Previous	Latest	Target	Comment
Over/underspend of council revenue budget (£)	£0	£1.62m	£0	
Percentage of targeted budget reductions achieved	85%	93%	95%	Latest is Month 9 forecast 2021/22
Income generation from commercial investments (£)	£159,018	£614,882	£609,355	Actual outturn for the investment properties
Percentage of people who feel able to influence decisions affecting their local area ^{xiii}	Not available	Not available	Increase	National Survey for Wales and National well-being indicator under the well-being of Future generations Act. Latest data not published
Number of open data sets published	9	9	10	
Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	Not available	Not available	Baseline	
Average days lost to sickness absence per FTE employee	11.0	13.1	10.5	
Percentage of staff turnover	10.0%	14.4%	Track	Any significant variation in turnover will indicate a need to explore

Using Our Resources

The council needs to remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. To support the delivery of our goals, we have to make sure that all aspects of the council are working efficiently, effectively and in line with the sustainable development principle set out in the Well-being of Future Generations Act.

The Act specifies core areas in an organisation that need to adapt in order to meet the changing demands on our services and ensure their longevity and sustainability. We have evaluated our arrangements for these areas and included digital and data as another important enabler of how we deliver the council's services. The areas we have assessed are:

- Corporate planning, performance and risk management
- Financial planning
- Workforce planning (people)
- Procurement
- Assets
- Digital & Data

Corporate Planning, Performance and Risk Management

How effectively are resources being used?

The council's performance management framework ensures planning is integrated and everyone is pulling in the same direction to deliver real and tangible outcomes. The application of the Well-being of Future Generations Act throughout the framework ensures application of the sustainable development principle and the ways of working within it.

The Corporate Plan 2017-2022 sets a clear direction for the council and its well-being objectives. The plan has met the council's requirements under the previous Local Government (Wales) Measure 2009 and Well-being of Future Generations Act. Annual reports demonstrate that the council has made good progress in delivering its objectives, and Audit Wales has issued certificates of compliance stating that the council has discharged its duties. The contemporary policy challenges required, working with communities, are complex and evolving. There is a need to ensure that the council's understanding of these remains up-to-date and strategic plans evolve to address them.

Through the pandemic, the council set a revised purpose and strategic aims that were updated in accordance with the changing situation. Arrangements were put in place to track and evaluate progress. This has provided clarity of direction and ensured accountability of delivery for the council through the uncertainty of the pandemic. In a review of arrangements through the pandemic, Audit Wales identified the development of the strategic aims as a key strength.

A new service business plan process has been implemented, focused on self-assessment and applying a 'Plan on a Page' approach, learning from the strategic aims implemented during the pandemic. This has facilitated services to set their direction, performance manage delivery, manage risk, and assess progress and impact. There is variation in the quality of service business plans and the timely setting and updating of them. There is also variability in the use, overall quality and completeness of performance indicators and service risk assessments. This limits the ability of services to robustly set a clear direction and assess their performance.

The council's Strategic Risk Management Policy and Strategic Risk Register have ensured that strategic risks are identified and monitored, regularly reviewed, and updated based on the latest information. This continued throughout the response to the Coronavirus pandemic, ensuring

emerging risks were considered and managed accordingly. In its review, Audit Wales noted the robust risk management arrangements implemented during the pandemic.

The council has implemented a self-assessment process, which has facilitated an assessment of performance in the 2021/22 financial year in this report. The process has been integrated within the council's existing performance management arrangements, ensuring that it is embedded as part of the council's arrangements. An evaluative mindset based on clear evidence is not consistently applied in the council's performance management arrangements to facilitate ongoing improvement. To ensure that self-assessment is embedded in practice, there is a need to further develop challenge and embed a more evaluative mindset.

How do we know?	Area for development
Overview of Performance Management arrangements report	Ensure strategic plans evolve to address challenges and opportunities in the county
Audit Wales Certificate of Compliance	
Coronavirus Strategic Aims and progress reports	Quality and completeness of service business plans
Audit Wales Covid-19 learning project	
Service Business Plans and appraisals	Develop self-assessment arrangements and embed an evaluative mindset
Whole authority strategic risk register	
Self-assessment report	

Financial Planning

How effectively are resources being used?

The council has a good understanding of its financial position and is seen to have effective financial arrangements in place. A well-established budget setting process has enabled Council to agree a budget for 2022/23. Controls are in place to monitor the budget position through the year and take action to produce a balanced budget. For 2021/22, the council has delivered a positive revenue outturn of £5.62m, which has been brought about significantly by specific WG grant funding. 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. Internal Audit opinions during 2021/22 have indicated a level of assurance on effective financial control arrangements in place in service areas. There is variability in financial planning and budget controls by responsible budget holders in service areas. This needs to be strengthened to ensure robust financial management arrangements are consistently applied across services.

The pandemic has had a significant effect on the council's finances, with additional costs and loss of income. To understand the full financial impact, detailed financial sustainability assessments have been undertaken. Welsh Government has provided a significant level of funding through its COVID-19 Hardship Fund to meet additional costs and income losses as a result of the pandemic. The budget outturn 2020/21 allowed the council to increase its earmarked reserve balances by £4m, to provide some one-off limited cover against the pressures to be faced over the medium term.

The authority has maximised the short-term grant funding opportunities available to full effect and secured significant short-term investment to support and re-design services, where available. There are significant challenges going into 2022/23, and investment will be needed to replace short-term funding to offset known and emerging post-COVID pressures and to allow the Council to deliver the new administration's Corporate Plan.

Prior to the pandemic, the council was already facing significant financial challenges heading into the 2020/21 financial year. The pandemic presented its own additional financial challenges and uncertainty both in terms of additional cost and significant loss of income. There remains short- and longer-term uncertainty, with some services having an improved financial position and others having significant budget pressures. As well as the direct effects of the pandemic, the wider and

longer lasting indirect impact on services needs to be assessed and 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.

How do we know?	Area for development
Audit Wales Financial sustainability review	Financial planning and budget control arrangements by responsibility holders in service areas.
Audit Wales Statement of accounts	
Council budget setting and out turn reporting	
Internal Audit opinions	
Strategic risk register	Ensure that the medium-term Financial Plan reflects realistic future cost pressures as accurately as possible, based on known information and informed by up-to-date and accurate service-based data, and facilitates a budget setting process over the medium term to allow a balanced budget to be set that delivers on agreed corporate priorities.

Workforce Planning

How effectively are resources being used?

National recruitment and skill shortages are affecting the ability of some council services to recruit the workforce and skills they need to deliver their services. Challenges that have been identified include salaries, the geography and demographic profile of the county, and skills.

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. Recruitment arrangements need development to meet remaining challenges.

Many services are seeing an increase in demand. The workforce capacity to meet this and deliver the required services is limited in some areas, indirectly putting increasing pressure on other service areas. 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.

The development and retention of existing staff is an essential component of workforce planning. The organisation's training offer needs development to meet the current and future skills required, with capacity identified as a barrier to staff attending training. Some services have undertaken a skills audit, reviewing role profiles, the recruitment process and training. By delivering the right training, at the right time, in the right place, departments have been able to offer a meaningful learning pathway, ensuring better recruitment and retention in the long term. A team with a specific focus on workforce planning and development has been established, incorporating recruitment, retention, Apprenticeship, Graduate and Internship and training. It is too early to evaluate the effect that the development of these arrangements has had.

Throughout the pandemic, the workforce adapted quickly and effectively to continue to deliver services to residents, visitors and businesses in the county. Arrangements were implemented to support clear communication to staff to support their well-being. These included the regular all-staff Digital 'Cwtch', People Leaders Q&A session, a dedicated staff website, 'SUPPORTALL', and

People Leaders support site. Services were implemented for all colleagues to support their well-being via the Health, Welfare & Information group.

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. Developing and enabling a supportive approach to engagement and communication with staff has been effective in supporting clear communication on workforce matters. 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.

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. 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.

How do we know?	Area for development
People service plan	E-recruitment system and the recruitment process
Strategic risk register	
Coronavirus strategic aims	
Feedback loops – Digital 'Cwtch', surveys, exit interviews, People Q&A and People Leaders Q&A session	Learning management system and subsequent wholesale training and development needs analysis and provision
Audit Wales Covid-19 learning project	Enable the improvement of workforce planning and develop workforce planning arrangements
People workforce data	
	Support staff well-being
	Meaningful staff/line manager engagement and communication by right

Procurement

How effectively are resources being used?

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.

We are developing the Procurement Strategy objectives for 2022, which focus on contributing to the council's aim to be a carbon neutral county by 2030. We need to make procurement spend more accessible to local small businesses and the third sector, improve fair work and safeguarding practices adopted by suppliers, and increase the community benefits delivered by suppliers. The strategy must also focus on securing value for money and managing demand, ensuring legal compliance, and robust and transparent governance, and promoting innovative and best practice solutions.

There are local challenges, particularly centred around the availability of suppliers to meet the demand and requirements to provide certain services the council needs to deliver e.g. passenger transport and school catering.

Internal audit procedures demonstrated that there is overall good compliance with the council's contract procurement rules. However, there are limited skills and knowledge in the workforce to understand the technical specification and market knowledge required to embed the procurement process as robustly as needed. This must be supported and developed.

How do we know?	Area for development
Collaboration with Cardiff Council. Procurement strategy. Internal Audit contract procedure rules.	Ownership of the procurement strategy by all officers who have a role to play in delivery of the strategic objectives. Understanding how carbon emissions are produced, measured and ultimately reduced as part of the council's third party spend. Processes to ensure all tendered third party spend has a level of oversight and challenge.

Assets

How effectively are resources being used?
The council has a clear Asset Management strategy to manage its land and property portfolio. The Asset Management plan has been updated and is being implemented. The strategy needs to be reviewed to align with the new Corporate Plan, to assess progress and set the strategic focus.

An updated Capital Budget strategy has been agreed, alongside the Treasury strategy. In preparing the draft capital budget proposals for 2022/23, and the subsequent three years of the Capital Medium Term Financial Plan (MTFP), regard was given to the underlying principles of the previous strategy that remained fit for purpose. There are a considerable number of capital pressures, including property and highways infrastructure and public rights of way, that sit outside any potential to fund them within the Capital MTFP; this has significant risk associated with it. These pressures are undergoing further review, and risks are being assessed to determine whether further funding is needed to mitigate any significant risks that require more immediate action. There is a balance between the need to maintain existing council assets alongside achieving the aims and objectives of the organisation. The impact of the pandemic, supply chain issues, rising inflation and cost pressures are affecting the progress of capital projects.

The property and facilities management needs are not clearly understood across the organisation, and the capacity and capabilities available within property services are not always recognised or fully utilised by council services. There are capacity and recruitment challenges when trying to meet project management demands elsewhere in the organisation, and these are not always considered when projects are planned and undertaken. The knowledge and skills within service areas to manage assets effectively also needs development and potential review; collaboration between departments and property services needs to be strengthened, and expectations managed to coordinate property and facilities management across council service areas.

The People Working Group is looking at the future operating model of the workforce and how this will affect the nature of the accommodation that is provided. It is considering how to use the space in our buildings in a creative, collaborative and cost-effective way, how we can be even more agile and flexible, and how digital technology can help even more. This is ongoing and is working with different teams on how to best deliver services into the future. The effectiveness and impact of the arrangements will need to be assessed on an ongoing basis.

How do we know?	Area for development
Asset Management strategy and plan.	Revise and update the Asset Management strategy taking into account the council's priorities
Capital budget strategy and capital budget proposal.	
Landlord Services Service Business Plan.	Review and assess Asset management risks.
Changing Spaces project.	
	Understand property services and facilities management needs, strengthen collaboration and strengthen coordination across council service areas.

Digital & Data

How effectively are resources being used?

The Council has invested in the development of its digital and data capabilities and has clear roadmaps that are integrated and informed by service need, focused on Data, Digital design and innovation, and Information management and security. A range of examples demonstrate the impact of the development of arrangements on service delivery and service users' experience, including development of the My Monmouthshire App and Chat Bot.

In the coming years, the council will need to adjust its delivery to meet many challenges and opportunities. At the heart of this will be digital, information and data to meet customers' needs in ways which were unimaginable ten or fifteen years ago. There is a need to keep pace with the latest practice in these field, build on existing networks in place and ensure that capacity is in place to progress at the pace required and that residents expect. This includes recruiting skills needed to deliver the change required, which has been a challenge in these fields. Retaining, developing specialist skills and upskilling in the basics within the council is also essential. We are also working with partners to ensure that our residents are able to access and use the internet and engage with digital technology, confidently and safely, as and when needed or wanted.

The organisation has put effective mechanisms in place to support and enable the development of its digital and information capacity and capability, to raise awareness of its importance, and to communicate its developments. These include the well-established whole authority Digital Champions network (focused on sharing practice and supporting the development of digital capabilities in service areas) and newly formed system administrator network (focused on storing, retrieving, and managing information and data).

There is a risk of loss or corruption of data due to cyber-attack or data mismanagement, which would compromise the delivery of essential council services; this is an ever-evolving risk. To mitigate it, the council has raised staff awareness of the risk and how to manage data securely, along with ensuring the infrastructure is in place to help reduce the risk.

Through the pandemic, the council's rapid development of digital ways of working enabled services to function and make decisions. Examples include facilitating remote working for colleagues who could work from home, a booking system for appointments at household waste recycling sites when they were permitted to reopen, which has been implemented as a permanent change, and regular production and analysis of a range of Covid-19 data to inform decision making.

The use of data to inform the council's decision-making needs to be developed further. There is a focus on growing data capacity and capability within service areas; this will include authority-wide training and development and assessing and developing data maturity.

How do we know?	Area for development
Self-assessment report – Goal E Coronavirus strategic aims reports Audit Wales Covid-19 learning project Data, Digital design and innovation and Information management and security plans Digital Service Standards for Wales	Prioritise digital initiatives that align with corporate and directorate priorities ensuring that we develop and/or procure modern, secure and interoperable systems which in turn deliver better services and outcomes for our residents Cyber security and data management arrangements Use of data to generate insight

Our work with others

To deliver the outcome required for the county we need to work together with a range of partners, stakeholders and our communities. The Council will not have all the answers and we will not be able to deliver the outcomes required on our own. Working efficiently and effectively collaboratively enables us to plan and provide the solutions required.

Stakeholders and partnership working

How effectively does the council work with stakeholders and partners on agreed outcomes?

The council works effectively in collaboration to deliver a range of services. Some of the key service partnership collaborations are the Education Achievement Service (EAS) and the Shared Resource Service (SRS) on IT. The council is developing further collaborative arrangements, where it is assessed that there are benefits in doing so, for example implementing the collaboration agreement with Cardiff Council on the council's Strategic Procurement services.

Partnership working has been integral in addressing the challenges posed by the pandemic to support residents' well-being in Monmouthshire. The council established a variety of multidisciplinary projects to respond to the pandemic including Test, Trace, Protect, working in partnership with social care providers, and working with businesses to provide support and administer grants. Formal partnership arrangements to support the response and recovery from the pandemic were also effectively implemented.

Covid-19 has brought into a sharp focus the complex, longer-term challenges that communities and public service organisations face. The evidence and learning from the arrangements and relationships developed through the pandemic need to be maximised to support long-term well-being.

The council sits on the Regional Partnership Board (RPB) and has contributed to the development of the area plan for health and social care services in Gwent. In line with the plan priorities the RPB has, through investment by the Integrated Care Fund, developed some innovative and creative services and approaches. Supporting social services and well-being requires effective partnership working, both with partner organisations and the community.

Monmouthshire is committed to working in partnership and has a good track record of delivering jointly with health, the police and voluntary sector, amongst others. Under the leadership of the Public Service Board (PSB), the partnership landscape in Monmouthshire fully embraces multi-agency working, to improve outcomes for residents. The outcomes the PSB has been working towards are documented and illustrated in its annual reports.

Following a detailed assessment of options, the Monmouthshire PSB has merged with other local authorities to form a Gwent-wide PSB to strengthen the outcomes partnership working can deliver.

Several elements of the delivery and governance arrangements of the Public Service Board need to be further developed. This includes considering the complex partnership landscape across Gwent and how it works together to deliver shared outcomes.

The formal establishment of the Cardiff Capital Region City Deal as the Southeast Corporate Joint Committee (CJC) is underway, and transition has begun, with a completion date to be confirmed. The council needs to work with Welsh Government and the Cardiff Capital Region on the transition arrangements for services that will form part of the CJC to ensure effective governance arrangements are in place; an officer group has been formed for this. We are also becoming more involved in the Western Gateway.

The council has developed a range of place-based approaches, involving partners and stakeholders with an interest, skills, and knowledge, to support the social capital in the county and improve well-being. These approaches continue to evolve, particularly in the social care setting and in supporting volunteering. The 'Community Network' is one example of the targeted place-based approach.

The council must develop its thinking and ideas as it plans for the longer term. The involvement and participation of, and engagement with, Monmouthshire's community groups, public service partners, service users and residents will need to be strengthened to understand what matters, and to ensure programmes are bold and ambitious.

Ensuring the council's workforce is supported, and that every employee is clear on their contributions to the council's outcomes, is essential. Workforce planning, corporate planning, along with performance and risk management processes, will assess these arrangements. Councillors play an integral role in shaping and delivering the council's agreed outcomes, and as representatives of their residents. Following the election in May 2022, an induction programme will be provided to support them in their development.

How do we know?	Area for development
Public Service Board Well-being Plan and annual report Regional Partnership Board Area Plan Coronavirus strategic aims Audit Wales Covid-19 learning project Gwent Public Service Board formation	Delivery and governance arrangements of the Public Service Board and local partnership arrangements. Develop thinking and ideas to plan longer term alongside Monmouthshire residents, community groups and public service partners. Effective governance arrangements through Corporate Joint Committee (CJC)

Our Actions

Through the self-assessment, we have identified how well we are doing and what we can do better. Identifying these is not the end of the self-assessment process. We will look to build on and learn from the areas that are going well and address areas that we can do better.

The action plan focuses specifically on what and how we can do better for the significant conclusions of the assessment. All of the findings will inform the development of the council's well-being objectives and delivery plans and inform how internal processes and procedures should change to support more effective planning, delivery and decision-making to drive better outcomes, and innovative ways to better deliver the council's functions.

The actions will be monitored through the year as part of the council's performance management arrangements. The next self-assessment report will also include an assessment of the progress made on these actions.

What and how can we do better?

Section	What can we do better	How	Who	When
Place	Understand current well-being, including the impacts of the last few years, on people and our communities to keep an up-to-date understanding of well-being.	We will engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users		
Outcomes	Address areas for development, including rising cost-of- living, health inequalities and transition towards net-zero carbon, identified through the assessment of our outcomes.	To use areas for development to inform new corporate plan and service plans		
Resources	Develop self-assessment arrangements and embed an evaluative mindset	Review self-assessment process to inform service plans and next self-assessment report		
Resources	Evaluate and consider medium-term finances of the council, including the impact of the pandemic and rising cost-of-living, including the direct impact on council services and the impacts on residents and businesses in the county.	We will develop a Medium-Term Financial Plan that is based on realistic evidence and planned scenarios, to guide our budget setting in line with agreed strategic objectives		
Resources	Robust workforce planning arrangements to ensure we can develop, attract, and retain the workforce with the skills and experience we	We will develop a robust workforce planning culture that is able to cope with the changing demands of the council and embed a		

	need to deliver services and achieve our outcomes.	recruitment ethos that works locally and independently to meet the needs of different service areas.
Resources	Data is one of the most important resources when planning services and we currently do not have the infrastructure and skills to maximise its use.	Develop the platforms and skills to enable the use of data as an essential planning and performance tool throughout the organisation.
Stakeholder and Partnership	We work well with partner organisations, we need to extend this to include better community engagement to find out what matters most to our residents, businesses and visitors and plan longer term, learning from best practice, alongside residents, community groups and public service partners.	<p>We will engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users</p> <p>Improve the partnerships working between the council, residents, businesses, community groups and other public sector organisations, including the Welsh Government, to maximise the impact of everyone's abilities when applied together</p>
All	Address areas for development and actions, identified through the self-assessment report.	Embed actions in service plans and assess as part of next self-assessment report.

Our Response to the Covid-19 Pandemic

During the past two and a half years some of our plans had to take a back-seat while we adjusted to the challenges of the pandemic. Throughout this period, our Corporate Plan has been supplemented by five shorter-term strategies, covering different phases from full lockdowns, through re-openings and finally learning to live with the virus. Sometimes referred to as the 'plan on a page' they contained a purpose, strategic aims and associated actions and ensured clarity and accountability during the different stages of the pandemic.

The council has adapted, innovated and established new ways of delivering services that supported residents and businesses, assisted community activity and supported staff well-being through the ever-changing environment of the pandemic. Safeguarding the most vulnerable residents, working alongside the incredible volunteers within the county, providing vital contact tracing services to minimise the spread of the vaccine, and supporting local businesses have been at the core of council activity. These, and other activities, have run concurrently with the Corporate Plan aspirations and, with limited resources, there has been a conscious trade-off between these two plans.

The pandemic has also resulted in a range of learning that needs to be evaluated to ensure it is embedded and built upon. We have assessed our delivery against some of the key themes from our coronavirus strategies.

Theme	How well did we achieve our agreed outcomes?
Decision Making and Civic leadership	<p>We rapidly implemented digital technology and held the first fully virtual meeting of Cabinet after six weeks of the first lockdown and established all scrutiny and Council meetings by July 2020. This enabled democratic decision making and accountability to continue. Learning from the arrangements during the pandemic, we have now implemented hybrid meeting technology, accommodating both remote and physical attendance at meetings.</p> <p>We established an Emergency Response Team which also involved working with wider formal Gwent response structures and directly into Welsh and UK Government. This ensured our overall response to the emergency was coordinated and managed.</p> <p>We used our communication platforms to convey local and national messages, and timely and relevant service updates to residents, and became a trusted source of information. The council's Twitter followers have increased from 17,000 in March 2020 to over 19,000, and Facebook followers have increased from 11,000 to 16,000 over the same period.</p>
Childcare and education	<p>We provided childcare for vulnerable learners and the children of key workers via childcare hubs during the first lockdown which, at their peak, provided childcare for over 400 pupils a day. Special Needs Resources Bases remained open, and we established a weekly multi-agency Stable Lives and Brighter Futures meeting to discuss and review support and provision for vulnerable pupils. MonLife provided 'Summer Hub' provision for children with a total of 4,170 attendances, an average of 166 children per day.</p>

Schools adopted a remote learning approach for the majority of pupils during closures in Winter 2020, which was developed into a blended learning approach when restrictions allowed. We provided laptops and MiFi units for learners without access to IT equipment so they could continue to learn.

Schools prioritised the well-being of all their pupils, and this included the adoption of a flexible approach to curriculum delivery, and the availability of additional support to raise standards for priority groups. The Educational Psychology Service and Healthy Schools Team provided advice and support to schools to support the well-being of children and young people impacted by COVID-19.

Support for businesses and town centre re-opening

We issued over 6,500 payments of grants amounting to almost £40 million to provide support to businesses to help them through the challenges and uncertainty of the pandemic. We delivered an ongoing communications campaign, aligned to the changing legislation and requirements for businesses through the year, and we held livestream events to share support and guidance to local businesses.

We ran various tourism campaigns throughout the year, initially promoting the message to 'stay at home' and 'Visit Monmouthshire – later'. This developed into 'Visit Monmouthshire. Safely.' to make it as easy and safe as possible for visitors to the county. Finally, as restrictions eased, we promoted our Visit Monmouthshire campaign to highlight the services and attractions available for visitors.

The 're-opening towns' projects was implemented to help make our high streets safer during the pandemic, via mechanisms such as one-way streets, widened pedestrianised areas and changing traffic flows. We consulted our residents to seek their opinions and to gather ideas about how Monmouthshire's town and village centres could look in the future. This informed the development and adjustment of schemes.

Support for vulnerable people

Very early in the pandemic, we set a goal of ensuring that every person or family in crisis that we were aware of received support. To achieve this, Social Care moved to a seven-day working week initially to support our frontline delivery in Adults Services, and we adapted our delivery of Children's Services. We also developed a redeployment strategy to ensure staff were available to provide support, where needed.

Front-door social services remained fully operational throughout to support children, young people and adults, and we established the therapeutic services advice line for families to access support, advice and guidance. We received an average of 117 contacts per week relating to supporting children and young people between May 2020 and September 2021, an average of 27 requests per week in Adult's Social Services between May 2020 and August 2021, and 556 families accessed the therapeutic services advice line for support, advice and guidance between April 2020 - June 2021. As pressure on care at home services and reablement services increased, referrals were triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention.

To safeguard residents in care homes, a testing programme was established for all staff members, administered by the council. Staff worked with Public Health Wales and ABUHB to establish clear parameters for residents in care homes being discharged from hospital to minimise the risk of further cases. Residents and staff in care homes for older adults, along with front line health and social care

workers, were in the top priority groups for the COVID-19 vaccine roll out and, as such, were all offered vaccinations early in the rollout process.

We experienced unprecedented housing demand from some of the most vulnerable citizens in our county during the pandemic, at a time when identifying suitable and safe premises was challenging. We identified emergency accommodation and were supporting 161 households in temporary accommodation. We are still experiencing significant challenges and risks in relation to homelessness, with a need to provide suitable long-term housing for all those accommodated in temporary housing, and for those with additional needs.

Safe and clean neighbourhoods

We reconfigured our services at the start of the pandemic including increasing vehicles and facilitating social distancing for staff which ensured domestic waste and recycling collections continued. We stopped the collection of garden waste for a period, but work was quickly undertaken allowing collections to re-start. To assist our communities, we distributed recycling bags to supermarkets and to residents shielding, where possible. We gradually reopened Household Waste Recycling Centres (HWRC) by introducing a booking system so that numbers attending sites could be managed to maintain social distancing, and this continues to operate effectively today. The recycling rate for 2020/21 was 68.88%, an increase from 65.57% in 2019/20. Data was reviewed to determine any learning to further improve recycling figures.

We reduced many of our grounds maintenance services in order to redeploy staff into waste and recycling roles. We kept our roads and cemeteries safe by retaining an essential grounds maintenance team operation. We prioritised activities based on public safety and road visibility requirements, ensuring areas such as grass verges, road junctions and roundabouts were kept clear and safe for road users and pedestrians. When grass mowing resumed, almost a third of areas within our parks and open spaces were left uncut, which saw a positive impact on the flora and fauna of our county. We are reviewing the learning from the changes to our grounds maintenance services to inform how we can enhance the biodiversity and ecology of our open spaces, whilst maintaining the standards expected by our residents.

Trusted partners and collaborative working

As the first lockdown was implemented, we worked with our public sector partners to provide a joined-up response across our area. We also developed closer working relationships with other agencies who supported the social care system to ensure an efficient approach to care provision for some of our most vulnerable residents.

We worked with partners in Gwent to deliver a COVID-19 Test, Trace and Protect (TTP) service to try and help minimise the spread of the virus in the county. We redeployed staff to the TTP services ensure it was well supported and able to respond to the peaks in case numbers. We also supported the vaccination strategy, being delivered by Aneurin Bevan UHB, where required.

Volunteers have been at the forefront of the effort to keep our communities safe. We established the Community Action Volunteer Team to help coordinate requests for help with the offers of support. We also provided access to emergency food parcels for shielded people who could not leave home and created a contact centre, who proactively called over 3,000 shielded vulnerable people in our

communities to check on their well-being. The Connect Monmouthshire community networking platform has since been implemented to provide the digital tools for active citizens to support each other in their communities.

Supporting our workforce and maintaining our capacity and capability to deliver.

Throughout the pandemic response, staff embraced new ways of working to keep themselves, colleagues and residents safe while delivering the many services our communities rely on. We ensured staff had access to a range of support on wellbeing and had access to the right Personal Protective Equipment (PPE) and testing, if they displayed symptoms. We ensured that staff and resources were allocated to priority services, and that staff being re-deployed had the necessary training, equipment and guidance for them to undertake their new roles in a safe manner. We implemented digital tools and remote working facilities to support services to continue, and quickly rolled out technology to improve how our 1875 office-based staff worked from home. We secured licences for 700 staff who previously did not have access to digital communications so our whole organisation could be kept up to date.

We provided a range of support services to all staff to support their wellbeing via the Health, Welfare & Information group. Communication and engagement with staff continued throughout including an internal staff information portal, weekly staff Digital 'Cwtch', along with a weekly Managers Q&A to answer any questions or discuss general workplace issues.

The pandemic has had a significant effect on the council's finances, with additional costs and loss of income. We undertook detailed financial sustainability assessments to help understand the full financial impact. Welsh Government has provided a significant level of funding through its COVID Hardship Fund to meet additional costs and income losses as a result of the pandemic. The budget outturn 2020/21 allowed the council to increase its earmarked reserve balances by £4m, to provide some one-off limited cover against the pressures to be faced over the medium term. Significant financial challenges remain.

Looking Ahead, Delivering Now

In the last 12 months our focus has been on continuing to deliver services that address the ongoing challenges of Covid-19 and progressing a range of priority areas for the County including decarbonisation, well-being, enterprise and active and healthy lifestyle for our residents and visitors.

Progress includes developing plans for a new through school in Abergavenny, which will accommodate pupils aged 3-19; planting over 6000 trees; developing or improving 15 active travel routes that support residents and visitors to use walking or biking as a means of travel; significant investment to improve the leisure offer in Abergavenny and Chepstow; and working with housing association partners to make additional social housing available for homeless households.

The 'Our Outcomes' section provides a full assessment of the delivery of our priorities.

Performance Measures

The use of performance measures is one of the important mechanisms we use to assess our performance. Each of our goals has specific performance measures set to monitor progress. Some further relevant performance indicators we use to assess our services' performance are set out in this section.

National indicators have been set as part of the Future Generations Act for the purpose of measuring progress towards the achievement of the well-being goals in Wales as a whole. While the national indicators will not measure the performance of individual public bodies or public services boards, it is important that they are considered to track the progress being made to improve well-being in Monmouthshire. Some of the national indicators that are relevant to the priority goals we have set, where an update is available at a county level, are in table 1 below.

Table 1 – Selected national indicator set under the well-being of Future Generations Act

Well-being of Future Generations Act national indicators	Source	Link to Goal	Wales	Monmouthshire Previous	Monmouthshire Current
Average capped 9 points score of pupils (interim) <i>(This interim measure was introduced in 2019, and supersedes the old measure of capped 8 points score)</i>	Welsh Examination database	Goal A	354.4 (2019)	Unavailable	367.4 (2019)
Gross Value Added (GVA) per hour worked (relative to the UK average)	ONS Regional Economic Analysis: Sub-regional productivity indicators	Goal B	84.1 (2019)	85.4 (2018 - Monmouthshire and Newport)	85.5 (2019 - Monmouthshire and Newport)
Gross Value Added (GVA) per hour worked (£) <i>(Not a national indicator, included as further context to the "relative to the UK average" national indicator)</i>	ONS Regional Economic Analysis: Sub-regional productivity indicators	Goal B	£29.6 (2019)	£29.7 (2018 – Monmouthshire and Newport)	£30.1 (2019 – Monmouthshire and Newport)
Gross Disposable Household Income per head	ONS, gross disposable household income per head	Goal B & D	£17,263 (2019)	£21,707 (2018)	£21,392 (2019)
Percentage of people in employment.	ONS, Annual Population Survey	Goal B & D	72.2% (year ending 31 March 2021)	79.4% (year ending 31 March 2020)	78.3% (year ending 31 March 2021)
Percentage of people living in households in material deprivation.	National Survey for Wales	Goal B & D	13% (2019/20)	9% (2018/19)	10% (2019/20)

Levels of nitrogen dioxide (NO2) pollution in the air.	Department for Environment, food and rural affairs	Goal C	9 (2019)	8 (2018)	8 (2019)
Capacity (in MW) of renewable energy equipment installed	Department for Business, Energy and Industrial Strategy	Goal C	3,589.6 (2020)	85.4 (2019)	86.1 (2020)
Percentage of people satisfied with their ability to get to/ access the facilities and services they need.	National Survey for Wales	Goal B, D & E	87% (2020/21)	79% (2018/19)	88% (2020/21)
Percentage of people satisfied with the local area as a place to live.	National Survey for Wales	All goals	87% (2020/21)	92% (2018/19)	84% (2020/21)
Percentage of people who Volunteer.	National Survey for Wales	Goal D	26% (2019/20)	32% (2019/20)	Not available
Percentage of people participating in sporting activities three or more times a week.	Adult – National Survey for Wales	Goal D	32% (2019/20)	38% (2018/19)	36% (2019/20)
	Children – Sport Wales, school sport survey	Goal A	47.6% (2018)	45.0% (2018)	Not available

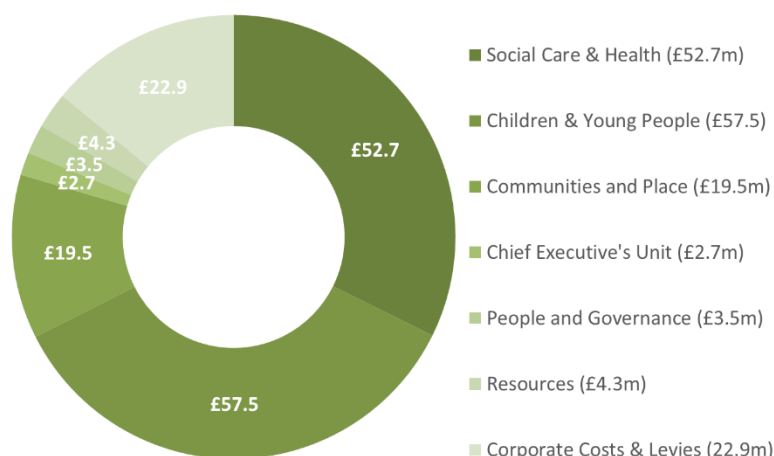
The use of mechanisms such as the Office of National Statistics' Measuring National Well-being programme (diagram 7 in What Citizens Said section below) are ways in which we are trying to broaden our understanding of well-being in Monmouthshire, in addition to service specific performance measurement.

What we spent in 2021/22

In 2021/22, the council spent £166.7 million providing services for Monmouthshire residents.

The proportion of our spending on different services in 2021/22 is shown in diagram 5. These services are paid for by a combination of central government grants, council tax, non-domestic rates and a contribution from the Council Fund.

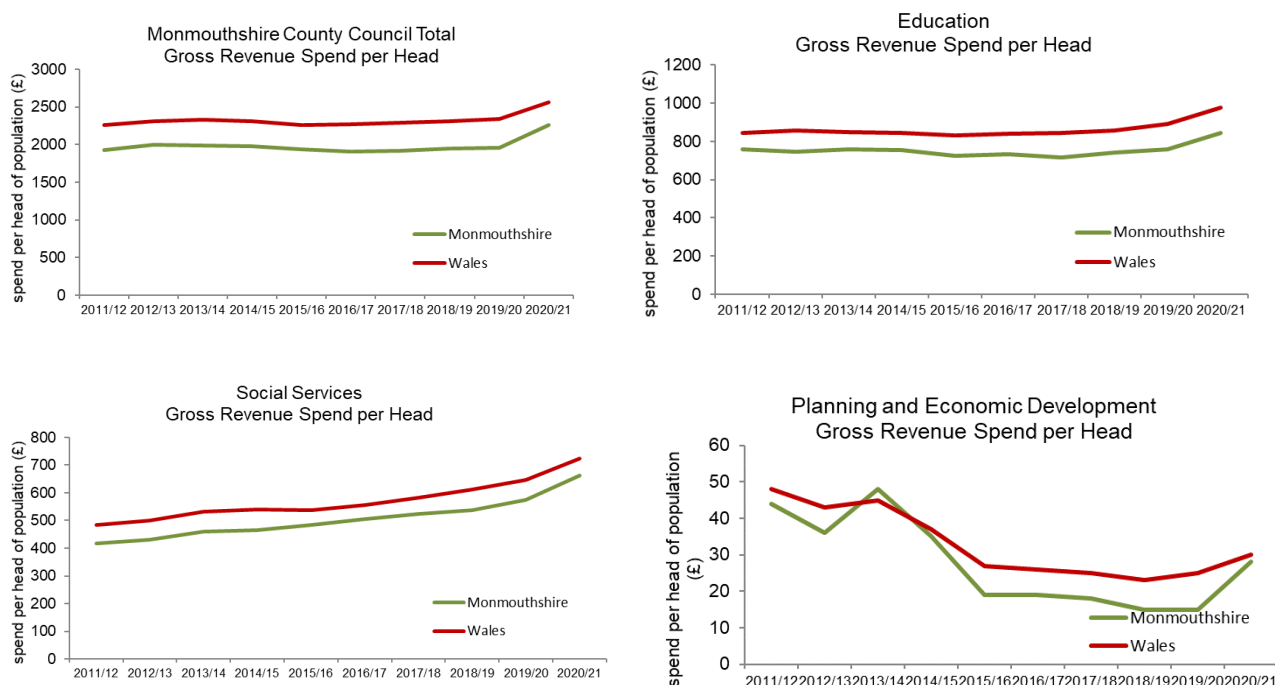
Diagram 5 2021/22 Revenue Spend (£million)



How our revenue spend compares with other areas

Diagram 6 below shows how much we spend per head of population in some of our priority areas. In 2020/21, we spent less on services per head of population than the average for local authorities in Wales and had the lowest gross revenue spend per head of all councils in Wales. However, we also work hard to make sure this money goes where it matters. For 2022/23 we received an increase in core funding, however our budget settlement from Welsh Government continues to be the lowest per head of population of councils in Wales.

Diagram 6



What citizens said

Involvement and working together with residents and communities in Monmouthshire is essential to develop and deliver solutions to achieve outcomes and ensure residents are involved in the decisions that affect them.

Some of the areas we have involved citizens this year include:

Budget engagement: Monmouthshire County Council launched its draft budget proposals for 2022-2023 in January 2022. Residents were invited to register for a special budget livestream. Due to the COVID-19 pandemic, the face-to-face budget engagement that would normally take place would not be appropriate at this time, so the process moved online. For those unable to join the livestream, the session was uploaded to the website to watch after the event. As part of the consultation process, residents were also asked to share their thoughts via a feedback survey on the budget proposals.



Youth council, Engage 2 Change: Monmouthshire's Youth Council, Engage 2 Change, (E2C) is a group of young people aged 11-18 from across Monmouthshire who meet to represent the views of their peers, with a view to inform decisions that affect the county's young people. In 2021/22, representatives from E2C attended the Police and Commissions Youth Question Time as part of the Regional Youth Forum work. They decided the panellist's agenda and content based on last year's evaluations and the current years priorities, both regionally and locally, from the Make Your Mark consultation. Their involvement resulted in the services taking part having a better understanding of issues being faced in their local authority by young people. It also allowed the young people to understand the services better, and their role in improving the lives of young people.

Active travel: Legislation is in place requiring all local authorities in Wales to continuously improve their Active Travel routes, and plan how routes will join up to form networks so that people can more easily get around by cycle or as a pedestrian. The legislation requires that councils consult the public during the process of updating their Active Travel Network Map (ATNM), these maps show where walking and cycling routes are identified. The first Phase of the consultation exercise (Engagement Phase) is now complete. It was very successful with over 2,700 people participating. Around 370 routes were identified for consideration of improvement or inclusion in any new maps going forward. An overview of the information collected can be viewed by clicking [here](#). On 4th June, we started the formal 3-month consultation on the proposed ATNMs.

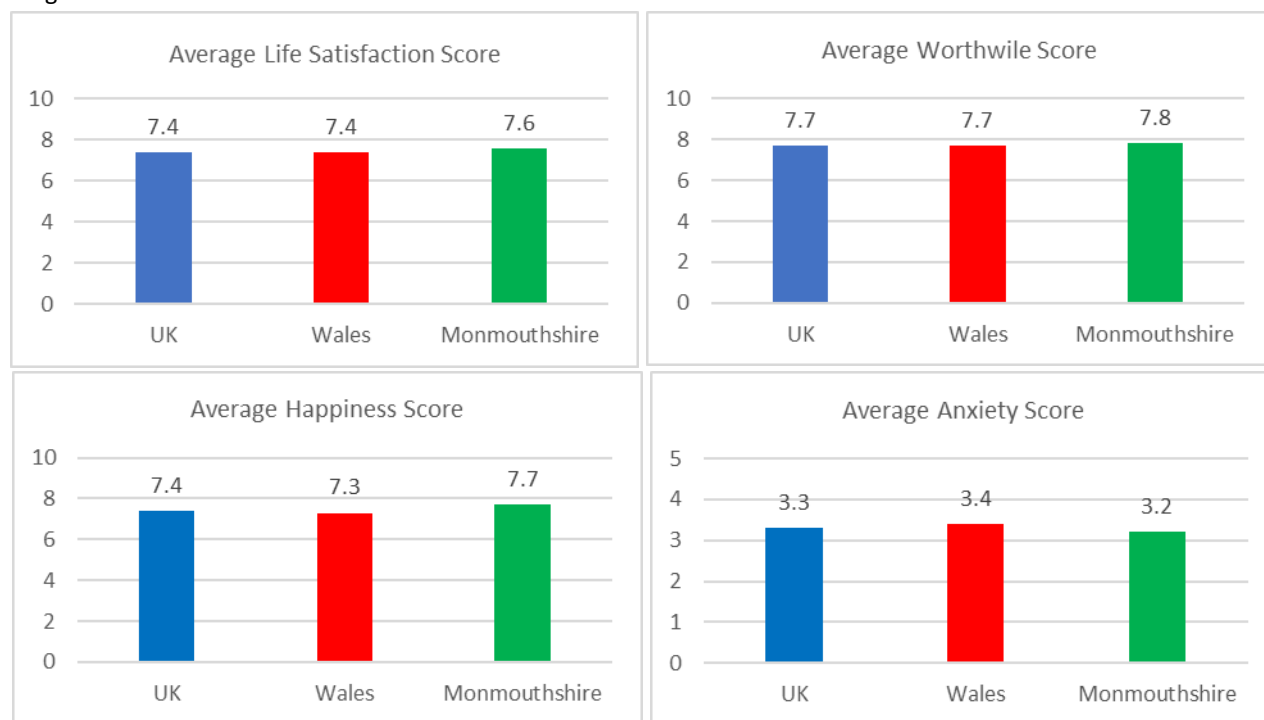
Measuring Individual well-being

The Office of National Statistics's Measuring National Well-being programme also assesses personal well-being as part of the Annual Population Survey. The survey asks the questions:

- **Life Satisfaction** – overall, how satisfied are you with your life nowadays?
- **Worthwhile** – overall, to what extent do you feel that the things you do in your life are worthwhile?
- **Happiness** – overall, how happy did you feel yesterday?
- **Anxiety** – on a scale where 0 is 'not at all anxious' and 10 is 'completely anxious', overall, how anxious did you feel yesterday?

The latest full annual results for Monmouthshire (from 2020/21) for these questions are shown in diagram 7 below alongside the UK and Wales averages. This shows that the responses from Monmouthshire residents score slightly better than both the UK and Wales for all measures.

Diagram 7



Staff engagement

We have carried out staff awareness sessions and provided opportunities for staff to be involved in the self-assessment process. The Leader's Q&A is a weekly meeting, held remotely, for any leaders to join to discuss issues or share information. We have used this platform to share information on the new Act, the responsibilities it places on the council, and what this means for service areas. We have also attended Directorate Management Team meetings to share the same information, targeting heads of service and team leaders.

As part of our process to collate the self-assessment, we held directorate and enabling-service workshops to provide an opportunity for staff to directly feed into the self-assessment via identification of their own strengths and areas for development. Workshop attendees were presented with evidence packs, collated from existing information sources such as scrutiny reports, external regulator feedback, and service business plans, and were facilitated to self-assess their performance. We learned a great deal from the workshops, both in terms of successes and areas for development associated with our strategic goals and our enabling functions, but also on how to improve the self-assessment process next year.

We altered the service business planning process at the start of 2021 to align more closely with the self-assessment process. Engagement took place with staff groups to assist in transitioning to the new way of working, with a particular focus on the outcomes of services, and identifying ways in which services could provide improved outcomes. This needs to be developed as completeness and quality of service business planning varies across the organisation.

Businesses

We have established stronger engagement networks with businesses in our area since the start of the pandemic and we are working to improve these connections. We have a better understanding of the types of businesses in our area, and the Business Resilience Forum presents a helpful 'two-way' platform for feedback and

information sharing. We will build on this platform, and others, to improve the feedback we receive from business to make sure we are capitalising on the conversations that are taking place and can improve our service to businesses as a result.

Trade Unions

We engage well with Trade Union colleagues to achieve our outcomes and a draft of the self-assessment will be circulated to seek their views.

What regulators and inspectors said

We work closely with our regulators and inspectors to quality-assure our activities as this is vital to ensuring improvement. Their feedback is valued, and we use their assessments to help us focus on the things we need to improve across the council.

Each year, Audit Wales publishes an Annual Audit Summary, which shows the work completed since the previous year's summary. The audit summary, published in December 2021, concluded:

"The Auditor General certified that the Council had met its remaining Local Government (Wales) Measure 2009 duties for the financial year 2020-21, as saved by an order made under the Local Government and Elections (Wales) Act 2021."

Further reports produced by Audit Wales are available to download on the Audit Wales website (www.audit.wales/publications). This includes local government national reports produced by Audit Wales.

We underwent an Estyn Inspection into Local Government Education Services in February 2020. The inspection recognised the clear vision and strong focus on ensuring 'the best possible start in life' and also identified the commitment to partnership working that has resulted in a good track record of improvement. It also identified areas for development, such as the performance of children eligible for free school meals, and a lack of clarity in how services for learners with special educational needs will be strengthened. Work is underway address the recommendations. The report can be found on www.estyn.gov.wales

Care Inspectorate Wales carried out an assurance check in February 2021 to review how well Social Services were helping and supporting adults and children during the pandemic, with a focus on safety and well-being. They found that we made our strategic intent clear in relation to responding to the pandemic, and leaders maintained a line of sight on the changing COVID-19 landscape, resulting in clear plans to address the issues presented. Inspection reports about social services by Care Inspectorate Wales (CIW) can be found on www.careinspectorate.wales

Equality and Diversity

The council has a long-standing commitment to equality and diversity, with our Social Justice Strategy demonstrating our commitment to address inequalities and improve outcomes for the county's people and communities. This dovetails neatly with our third Strategic Equality Plan, produced under the Equality Act 2010. This latest plan was approved in March 2020 and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics. This is clearly aligned with the evidence provided by the Well-being Assessment, and also evidence provided by the Equality and Human Rights Commission's report "Is Wales Fairer 2018".

As well as this, it is important to us as it is the right thing to do. Annual monitoring reports provide updates on progress on the action plans in the Strategic Equality Plan and evidence good practice being carried out across the council departments. These can be found [here](#).

The Welsh Language

The Welsh language is central to the goals introduced as part of the Well-being of Future Generations Act, particularly for our contribution to a Wales of vibrant culture and thriving Welsh language. It also makes an important contribution to the Welsh Government goal of having a million Welsh speakers by 2050.

The Welsh Language (Wales) Measure 2011, and accompanying Welsh Language standards, place a legal duty on councils to treat Welsh and English equally, to promote the Welsh Language and provide services to the public through the medium of Welsh. The council has been allocated 175 standards that we are required to comply with. This is a significant challenge, but systems have been put in place to ensure compliance. One of the standards set was to write a Welsh Language Strategy for 2017-2022, which identifies a vision of how the language will look in Monmouthshire in five years and is accompanied by targets to help achieve it. The annual monitoring reports reflect our progress against our Welsh language commitments under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards. These can be found [here](#).

Appendix 1 – Integration of well-being objectives

Table illustrating how each of the 22 commitments in our five priority goals integrate with other commitments	1.FUTURE SCHOOLS	2.RAISING STANDARDS IN SCHOOLS	3.STRATEGIC EDUCATION REVIEW	4.CHILDREN AND FAMILIES	5.LOOKED-AFTER CHILDREN	6.ECONOMY AND ENTERPRISE STRATEGY	7. CARDIFF CAPITAL REGION CITY DEAL	8.INFRASTRUCTURE CONNECTIVITY	9.LOCAL LIVING, WORKING & LEISURE	10. PROCUREMENT	11.PLAN FOR LOCAL ENVIRONMENT	12. REDUCE CARBON EMISSIONS	13. KEEPING ROADS AND AREAS SAFE	14.HERITAGE, ARTS AND CULTURE	15.INDEPENDENT LIVING	16.SOCIAL JUSTICE, PROSPERITY AND INEQUALITY	17. VOLUNTEERS AND SOCIAL ACTION	18.LEISURE, RECREATION AND WELL-BEING	19.LOCAL SERVICES AND CUSTOMER EXPERIENCE	20.DEMOCRATIC ENGAGEMENT	21.SUSTAINABLE AND RESILIENT ORGANISATION	22. WORKPLACE AND EMPLOYEES
1.FUTURE SCHOOLS																						
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22.WORKPLACE AND EMPLOYEES																						

Appendix 2 – Self-assessment process

Legislation

The Local Government and Elections (Wales) Act 2021 (“the Act”) provides for a new and reformed legislative framework for local government elections, democracy, governance and performance. The Act replaces the previous improvement duty for councils set out in the Local Government (Wales) Measure 2009. The Act requires each council in Wales to keep under review the extent to which it is meeting the ‘performance requirements’, that is the extent to which it is exercising its functions effectively; it is using its resources economically, efficiently and effectively; its governance is effective for securing these.

The performance and governance provisions in the Act are framed within the context of the well-being duty in the Well-being of Future Generations (Wales) Act 2015, which sets out a legally binding common purpose for public bodies to improve the social, economic, environmental and cultural well-being of Wales.

The mechanism for a council to keep its performance under review is self-assessment, with a duty to publish a report setting out the conclusions of the self-assessment once in respect of every financial year. Self-assessment will be complemented by a panel performance assessment once in an electoral cycle, providing an opportunity to seek external insights (other than from auditors, regulators or inspectors) on how the council is meeting the performance requirements.

Why

Self-assessment is a way of evaluating, critically and honestly, the current position in order to make decisions on how to secure improvement for the future. It is about the council being self-aware, understanding whether it is delivering the right outcomes, and challenging itself to continuously improve. It needs to be embedded as effective self-assessment helps the council to continually learn and achieve sustainable improvement and better outcomes for citizens, service users and its own workforce.

The WLGA have identified draft principles for self-assessment for councils to ensure that they have arrangements in place that:

- demonstrate self-awareness derived from evidence-based analysis that focuses on outcomes;
- are owned and led at a strategic level and are not an exercise in compliance;
- further develop a culture of challenge to facilitate improvement as part of an ongoing process;
- are integrated as part of the council’s corporate planning, performance and governance processes; and
- enable an organisation-wide assessment rather than an assessment of individual services.

Further developing this culture and embedding an evaluative mindset will be a key development point through the first few iterations of the self- assessment report.

Process

The council has developed a process to undertake its first self-assessment under the Act, assessing performance in the 2021/22 financial year. The main component parts of the process and timeline are:

Feb – April	April - May	May – June	July	September
Desk-based evidence gathering	Directorate self-assessment Workshops	Council self-assessment report drafted	Draft report to Scrutiny and Governance & Audit Committee	Self-assessment agreed in line with council process.

This timeline ensures that the self-assessment can inform and be informed by the policy direction of the council and how it uses its resources efficiently and effectively, particularly the budget setting process.

Evaluative evidence to inform the assessment has been compiled at a directorate level. Most of the evidence has been collated by using intelligence already held corporately in an insightful way; this includes, for example, the Annual Governance Statement, audit and inspection reports, and service level business plans.



The evidence gathered has been explored further, and challenged where necessary, at directorate and enabling function based self-assessment workshops, to determine if the objectives (outcomes) of the council are being achieved.

Self-assessment workshops

Directorate workshops	Enabling functions workshops
Children & Young People	Policy & Governance – Workforce planning
Social Care & Health	Resources – Financial planning
Communities & Place	Resources – Assets
	Communities & Place – Procurement
	Resources and Policy Performance & Scrutiny – Digital and Data
	Policy Performance & Scrutiny - Corporate planning, Performance and Risk Management

The workshops were facilitated through the following questions:

- How well do we understand our local context and place and has this informed our purpose and priorities? (Need)
- How well are we achieving our agreed outcomes? (From the Corporate Plan)
- How do we know? (Evidence)
- How effectively are resources being used to deliver our priorities? (Enablers)
- How effectively does the council work with stakeholders and partners on agreed outcomes? (Partnership working)
- What could we do better? (Actions)

The full evidence and conclusions from workshops have been collated and will be used by directorates and enabling functions to inform their services business plans.

Following the workshops, the evidence has been reviewed, further challenged, and collated into a corporate level evaluative self-assessment. This has been integrated with the council’s requirement to report on the

progress it has made in meeting its well-being objectives for the preceding financial year (2021/22) under the Well-being of Future Generations Act. The report will be structured under these headings:

- Understanding our local place
- Outcomes (progress against Corporate Plan goals):
 - How well are we achieving our agreed outcomes?
 - How do we know?
 - Areas for development
- Enabling functions
 - Corporate planning, performance and risk management
 - Financial planning
 - Workforce planning
 - Procurement
 - Assets
 - Digital and data
- Our work with partners
- Our Actions

The self-assessment report will be scrutinised by the council's Performance and Overview Scrutiny Committee. A draft of the self-assessment report will be made available to Governance and Audit committee, who must review the draft report and make recommendations for changes to the conclusions or action the council intends to take. The self-assessment will be approved in accordance with the council's agreed processes at Council.

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- ⁱ Careers Wales, Annual Survey of School Leavers <http://destinations.careerswales.com>
- ⁱⁱ Sport Wales, School Sport Survey data <http://sport.wales/research--policy/surveys-and-statistics/statistics.aspx>
- ⁱⁱⁱ Stats Wales, Gross Value Added <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP>
- ^{iv} Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ^v Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ^{vi} Stats Wales, Active Business Enterprises <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Businesses/Business-Demography>
- ^{vii} The total economic impact of tourism, STEAM data. The economic impact of Tourism is indexed each year.
- ^{viii} Professional, scientific and technical activities industry review, 2016, final report www.ons.gov.uk/economy/grossdomesticproductgdp/methodologies/professionalscientificandtechnicalactivitiesindustryreview2016finalreport
- InfoBase Cymru: Monmouthshire Economy www.infobasecymru.net/IAS/themes/employmentandbusiness/employment/profile?profileId=4569
- Future Monmouthshire – Economies of the Future, Economic Baseline Report (2018) <https://democracy.monmouthshire.gov.uk/documents/s19319/1b%20Appendix%20C%20-%20Economies%20of%20the%20Future%20Economic%20Baseline%20Report.pdf>
- Monmouthshire Business Counts 2021 www.nomisweb.co.uk/reports/lmp/la/1946157403/report.aspx?town=monmouthshire#tabidbr
- ^{ix} Stats Wales, Air quality <https://statswales.gov.wales/Catalogue/Environment-and-Countryside/Air-Quality>
- ^x Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Well-being-and-Finances/percentageofpeoplelivinginhouseholdsinmaterialdeprivation-by-localauthority-year>
- ^{xi} Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Local-Area-and-Environment/percentageofpeoplesatisfiedwithaccesstofacilitiesandservices>
- ^{xii} Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Sport-and-Recreation/percentageofpeoplewhoparticipateinsport3ormoretimesaweek-by-localauthority-year>
- ^{xiii} Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>

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SUBJECT: SCRUTINY FORWARD WORK PROGRAMME

MEETING: Performance and Overview Scrutiny Committee

DATE: 7th July 2022

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 Scrutiny Committees are required to agree an annual work programme to outline their work commitments for the year (Local Government (Wales) Measure 2010). The work programme should as far as possible be agreed at the beginning of each year, however, it can be updated during the year to accommodate urgent items if agreed by the Committee. This report recommends a 'planned approach' to developing the work programme to maximise the effectiveness of the scrutiny activity within the timescale.

2. RECOMMENDATIONS:

- 2.1 That Scrutiny Committees utilise the process outlined in Appendix 1 of this report to assist them in developing focussed work programmes, taking into account:
- (i) The respective remits of the four Scrutiny Committees and the need to avoid duplication.
 - (ii) The Committees' capacity/resources when prioritising topics for scrutiny and agreeing their inclusion into the work programme.
 - (iii) The need to demonstrate added value and to contribute to the Council's strategic direction.

3. KEY ISSUES:

3.1 The Roles of Monmouthshire's Scrutiny Committees

- 3.2 Monmouthshire's scrutiny arrangements have recently been reviewed to ensure they are fit for purpose and enable members to effectively perform the statutory scrutiny roles expected of them. The new structure provides:
- Strengthened decision-making and informed policy development through engaging the public on major issues that affect them ~ People and Place Scrutiny Committees.
 - An involved and evidenced role in ensuring the Well-being of Future Generations, by identifying potential effects of decisions on the public before decisions are made ~ People and Place Scrutiny Committees.

- Clear accountability for the Cabinet/Executive and robust challenge ~ Performance and Overview Scrutiny Committee.
 - Democratic accountability of partnership activity and collaborative service delivery to local people ~ Public Services Scrutiny Committee.
- 3.3 The new Local Government and Elections (Wales) Act 2021 (sections 39-41) places strong emphasis on public participation in decision-making and creates a duty to engage the public in the design of policy and the debate of major decisions that will affect them. Developments in live-streaming and the ability for people to send videos and contribute to meetings from their home or workplace serve as a reminder that the conventional public open forum, with residents sitting in the gallery of the council chamber, is no longer the most effective way to involve people in the democratic process.
- 3.4 Two 'Policy' Scrutiny Committees (People and Place) conduct pre-decision scrutiny on key topics affecting residents, seeking public participation as part of the decision-making process. These committees will typically scrutinise two topics per meeting to enable them to dedicate the necessary time to reflect on the views of the public and stakeholders. Whilst the public are welcome to attend scrutiny meetings and to submit audio, video and written contributions on subjects being debated at the committees, Members can also hold informal meetings in communities and hold conversations with service users, stakeholders and expert witnesses to gather their views.
- 3.5 The Performance and Overview Scrutiny Committee is responsible for challenging the Executive/the Cabinet and holding them to account for the performance of all services, risk management and robust financial monitoring.
- 3.6 The Public Services Scrutiny Committee is responsible for scrutinising the effectiveness of strategic partnerships (including the Public Service Board) and other public service providers to ensure that services delivered in partnership with other bodies are accountable and deliver improved outcomes for residents. Given its partnership focus, this scrutiny committee also has responsibility for Crime and Disorder Scrutiny in line with the Police and Justice Act (2006) and Welsh Government Guidance published in 2010.
- 3.7 The Scrutiny Chairs hold regular meetings with the Chair of the Governance and Audit Committee to discuss workstreams and to avoid duplication.

4.0 Determining Topics for Scrutiny

- 4.1 The Scrutiny Forward Work Programme should be planned and reflect the Council's key priorities in the corporate plan and its strategic risks. This will ensure that scrutiny adds value to the Council's strategic direction and may mean that Scrutiny Committees choose not to scrutinise some things, in order to focus on topics where they can add value.
- 4.2 Topics for the work programme can derive from a wide range of sources, including:

- The Cabinet and Council Forward Plan (attached as Appendix 2) – topics on the Cabinet Forward Plan can be considered by a Scrutiny Committee in advance to enable the committee to inform the Cabinet's decision by reflecting public opinion and making evidence-based recommendations. The People and Place Scrutiny Committees would play a key role in considering the effects of decisions on the public in advance of decisions being made, taking into account the Well-being of Future Generations and equality impact assessments (Monmouthshire has an Integrated Impact Assessment which accompanies all decisions).
 - Suggestions made by: Committee Members, other members, officers, the public, partners and stakeholders – a topic may be identified for scrutiny because of changes to legislation/government guidance. A policy may be recognised as being in need of review, or a new policy or service is needing to be introduced.
 - The Corporate Plan and the Corporate Assessment which provide the Council's strategic direction and outline its key priorities.
 - The Risk Register – the Performance and Overview Scrutiny Committee has responsibility for considering key risks and, where appropriate, challenging the performance of the Cabinet/Executive and the actions being taken to mitigate the risks.
 - Performance monitoring and budget monitoring reports – the Performance and Overview Scrutiny Committee will undertake regular monitoring of the Council's performance and progress in implementing previously agreed actions.
 - Issues highlighted in audit and inspection reports.
 - Outcomes of public consultation.
 - Petitions by the public.
- 4.3 Members and Officers may suggest topics which they feel warrant scrutiny, however, it remains the committees' prerogative to set and agree the work programmes. Once a committee has assembled its work programme, it will be important for them to identify and agree the highest priority topics, which are those that will add most value through their work and deliver outcomes.
- 4.4 Topics requiring long and detailed examination can be looked at in detail via Scrutiny Workshops ~ these are scheduled for major topics that are complex and multi-faceted, requiring significant policy development over several months, complementing the formal scrutiny that takes place in Scrutiny Committees. The workshops enable officers to discuss the context with members, and members to suggest the strategic direction whilst officers lead on the delivery. They also enable members who do not sit on the hosting Scrutiny Committee to lend their expertise as a witness or to participate in scrutiny activity. Whilst the workshops are for members to engage in policy at a formative stage, external witnesses and stakeholders can be invited as necessary, and community engagement can be scheduled alongside the process.

5.0 PRIORITISING TOPICS FOR SCRUTINY

5.1 Some key principles for Members to consider when setting the work programme are:

- Topics should add value and support corporate priorities.
- The timing of scrutiny activity should achieve maximum impact.
- Where appropriate and possible, partners, stakeholders and the public should be involved.
- Allowing some flexibility in the work programme will enable urgent topics to be included if they arise.
- The aim should always be to seek improvement in service provision.
- The work programme should be achievable within available resources.

5.2 The criteria to determine topics for scrutiny (Appendix 1) is designed to assist the Committee in selecting appropriate topics for scrutiny by encouraging Members to consider the anticipated outcomes and impact of any scrutiny activity. Members are advised to ensure that there are clear outcomes for any scrutiny activity. Any topics chosen for an in-depth review via Scrutiny Workshops will be scoped by the Scrutiny Officers to assess their feasibility, the likely objectives, and potential lines of enquiry and Terms of Reference prior to their commencement.

5.3 The June / July scrutiny committee cycle will primarily focus on familiarising new Members with the scope and remit of their committees and discussing topics for inclusion into the forward work programme. Members are encouraged to think carefully about what the scrutiny role would be and to identify the intended outcomes of the scrutiny. The meetings will also include some reports which are timely and require scrutiny.

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

6.1 This report offers guidance to committees to assist members in setting their work programme and as such, does not require an assessment of Equality, Well-being of Future Generations, Social Justice, Safeguarding and Corporate Parenting considerations.

7.0 EVALUATION CRITERIA

Not applicable.

8.0 REASONS:

8.1 The requirement to produce and publish a Scrutiny Forward Work Programme is a legislative requirement, however, it is also good practice.

9.0 RESOURCE IMPLICATIONS:

There are no direct resource implications associated with this report.

10.0 CONSULTEES:

None.

11.0 BACKGROUND PAPERS:

Appendix 1 ~ Determining Topics for Scrutiny Criteria
Appendix 2 ~ Cabinet and Council Forward Plan

12.0 AUTHOR:

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Determining Topics for Scrutiny

The following criteria can be used to determine whether topics are appropriate topics for scrutiny and which committee would be best placed to scrutinise them. It is the decision of the Scrutiny Committee as to what topics they will include in their work programme. Members and officers in suggesting items for scrutiny should consider:

Is there a role for Scrutiny?

Is this a new policy being developed or are changes proposed to an existing service?

➡ Such topics should be considered by either of the policy scrutiny committees, who can assess the impact on the public, service users and relevant stakeholders.

Is this a review of a service's performance? Are there resource issues or risks to consider?

➡ Such topics should be considered by the Performance and Overview Scrutiny Committee with the relevant Cabinet/Executive Member invited when necessary to attend and answer questions.

Does the topic relate to a service that is provided in collaboration with others?

➡ These topics should be scrutinised by the Public Services Scrutiny Committee.

Are elected members needing to be informed or updated about this topic?

➡ These topics should be discussed with all members via a 'Member Seminar'.

Public Interest Test

- Is this a "high profile" topic?
- Is there significant public interest?
- Is this an area where a lot of complaints are received and/or bad press?
- How will the scrutiny activity provide opportunities for local people to have their say?
- Is survey / research work required?

Impact of Scrutiny

- Will this review have a significant impact on the "well-being" of people in Monmouthshire?
- Does a local community or interest group have much to gain or lose?
- To what extent can we effect change? Is this a national issue?
- Would this make a big difference to the way services are delivered?
- Would this make a big difference to the way resources are used?

Determining Topics for Scrutiny

Performance issues
<ul style="list-style-type: none">▪ Are the Council and other organisations under-performing in this area?▪ Is performance poor compared to others and do we understand why this is the case?▪ Are we performing well, but spending too much of our resources in this area?▪ Are there local or national performance targets by which to measure our performance?
Influence of scrutiny
<ul style="list-style-type: none">▪ Has this service been recently reviewed or inspected?▪ Will this topic be part of an improvement review or external inspection in the next two years?▪ If the service is to be reviewed or inspected soon, can a Scrutiny Committee make a positive contribution by focussing on specific aspects and making recommendations?▪ Are there any current or future major changes forecasted which reduce the value of undertaking scrutiny?▪ Are changes to this service planned and can Scrutiny positively influence change?

If scrutiny cannot add value by scrutinising a particular topic based on the above criteria, then the Scrutiny Committee should think carefully about whether to include it in their work programme. Requests from Members for updates on topics should be referred to a 'Member Seminar'. Similarly, requests from officers to brief Members on topics should be managed via 'Member Seminars'.

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

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

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
ICMD	14-Dec -22	Council Tax Base report		Ruth Donovan	31-May-22	
Council	01-Oct-23	RLDP for Adoption		Mark Hand	23-Jan-20	
Cabinet	07-Jun-23	2022/23 Revenue and Capital Monitoring - Month 12		Jon Davies		
Cabinet	05-Apr-23	Welsh Church Fund Working Group - meeting 7 held on 9th March 2023		Dave Jarrett		
Council	09-Mar-23	Capital Strategy & Treasury Strategy		Jon Davies	17-May-22	
Council	09-Mar-23	Final Budget Sign Off including Council Tax Resolution		Jon Davies		
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-Feb-23	Welsh Church Fund Working Group - meeting 6 held on 19th January 2023		Dave Jarrett	17-May-22	
Council	01-Feb-23	LDP submission for examination		Mark Hand	23-Jan-20	
ICMD	25-Jan-23	Community Council and Police Precepts - final		Jon Davies	17-May-22	
Council	19-Jan-23	Council Tax Reduction Scheme		Ruth Donovan	31-May-22	
Cabinet	18-Jan-23	Draft Revenue & Capital Proposals		Jon Davies		
Cabinet	04-Jan-23	Welsh Church Fund Working Group - meeting 5 held on 1st December 2022		Dave Jarrett	17-May-22	
ICMD	14-Dec-22	2023/4 Community Council & Police Precepts - draft		Jon Davies	17-May-22	
Cabinet	07-Dec-22	Welsh Church Fund Working Group - meeting 4 held on 27th October 2022		Dave Jarrett	17-May-22	
Cabinet	07-Dec-22	2022/23 Revenue and Capital Monitoring report - Month 6		Jon Davies	17-May-22	
Cabinet	07-Dec-22	MCC Statement of Accounts		Jon Davies	17-May-22	

Council	01-Dec-22	RLDP Deposit Plan for submission to WG for examination	Approval of Deposit Plan post-consultation for submission to WG for independent examination	Mark Hand / Craig O'Connor	30-Jul-21	
Cabinet	09-Nov-22	Revenue & Capital MTFP update and process		Jon Davies	17-May-22	
Cabinet	09-Nov-22	MonLife Heritage Strategy (or ICMD)		Matthew Lewis	10-Feb-22	
Council	04-Nov-22	Final Statement of Accounts		Peter Davies	7-May-21	
Council	27-Oct-22	2021/22 Final Statement of Accounts		Peter Davies/Jon Davies	17-May-22	
Council	27-Oct-22	ISA 260 report - MCC accounts		Peter Davies	17-May-22	
Cabinet	05-Oct-22	22/23 Revenue and Capital Monitoring report - Month 4		Jon Davies	17-May-22	
Cabinet	05-Oct-22	Welsh Church Fund working group - meeting 3 held on 22nd September 2022		Dave Jarrett	17-May-22	
Cabinet	05-Oct-22	Monmouthshire Destination Management Plan		Matthew Lewis	10-Feb-22	
Council	22-Sep-22	Rivers and Ocean		Hazel Clatworthy	9-Jun-22	

Council	22-Sep-22	RLDP Preferred Strategy endorsement post consultation	Endorsement of preferred strategy to inform deposit plan	Mark Hand /Craig O'Connor	20-May-20	
Cabinet	07-Sep-22	Welsh Church Fund Working Group - meeting 2 held on 21st July 2022		Dave Jarrett	17-May-22	
ICMD	03-Aug-22	Designation of Secondary Catchment Areas		Matthew Jones	6-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	2021/22 Revenue and Capital Monitoring outturn		Peter Davies/Jon Davies	17-Feb-22	
Cabinet	27-Jul-22	Welsh Church Fund Working Group - meeting 1 held on 23rd June 2022		Dave Jarrett	17-May-22	
Cabinet	27-Jul-22	MUCH (Magor & Undy Community Hall) report		Nick Keys	9-Jun-22	
Cabinet	27-Jul-22	Play Sufficiency Assessment and Action Plan 22/23		Matthew Lewis	10-Feb-22	
Council	21-Jul-22	Monmouthshire County Council self - assessment report 2021/2		Richard Jones	23-May-22	

ICMD	13-Jul-22	Non Moving Traffic Regulation Orders (Amendment No 4)		Paul Keeble	17-Dec-21	
ICMD	13-Jul-22	Appointment of an Education Systems and Digital Strategy Officer	Resources required to develop and maintain schools education systems and the implementatin of WG Ed Tech Programme	Sian Hayward	14-Jun-22	
Cabinet	29-Jun-22	Welsh Church Fund Working Group - meeting 9 held on 10th March 2022		Dave Jarrett		
Cabinet	29-Jun-22	Cost of living discretionary scheme		Jude Langdon	13-Jun-22	
Council	23-Jun-22	Agreed Syllabus for Religion, Values and Ethics	To approve an Agreed Syllabus for Religion, Values and Ethics for Monmouthshire Schools	Sharon Randall-Smith/ Hayley Jones (EAS)	14/04/2022	
Council	23-Jun-22	21st Century Schools Band B Programme		Cath Saunders	8-Feb-22	
Cabinet	15-Jun-22	Review of Monmouthshire's Destination Management Plan 2017-2020	Deferred	Matthew Lewis	22-Sep-20	
Council	19-May-22	Tudor Rd - Playing Field and Play Area	Petition - to be presented to Council (in view of the delay until the petition can be presented - events may overtake its relevance so review nearer the time)	Ian Saunders	3-Oct-22	
Council	19-May-22	Constitution Report		Matt Phillips		
Council	19-May-22	Political Balance		Matt Phillips		

Council	19-May-22	Appointment to Committees		John Pearson / Nicola Perry		
Council	19-May-22	Appointment to Outside Bodies		John Pearson / Nicola Perry		

Monmouthshire Scrutiny

Scrutiny Committee Terms of Reference	
Number of Committees:	4
Frequency of Meetings: (Additional meetings called as appropriate)	People Scrutiny Committee ~ 6 annually Place Scrutiny Committee ~ 6 annually Performance and Overview Scrutiny Committee ~ 5 annually Public Services Scrutiny Committee ~ 5 annually
Committees and Terms of Reference: <ul style="list-style-type: none"> Two thematic Scrutiny Committees, 'People' and 'Place', engage the public in the design of policy and services, reflecting the public voice to the Cabinet in advance of decisions being taken. These committees are vehicles through which the public can voice their opinion on major decisions, assisting the committees in drawing conclusions and making recommendations to the Cabinet. Members may engage with their communities by holding informal face-to-face meetings in the community or conducting surveys in their local area. The public is also able to submit audio, video and written submissions to these Scrutiny Committees and attend their meetings. The 'Performance and Overview' Scrutiny Committee provides constructive challenge to the Cabinet, holding them to account for the performance of service delivery and risk management. It also conducts robust financial monitoring and scrutinises the Council's performance in delivering the corporate objectives outline in its Corporate Plan. The 'Public Services' Scrutiny Committee scrutinises the effectiveness of strategic partnerships (including the Public Service Board) and other public service providers to ensure that services delivered in partnership with other bodies are accountable and deliver improved outcomes for residents. Topics suggested for scrutiny are assessed against the 'scrutiny topic criteria' to determine the committee best placed to undertake the scrutiny. The Scrutiny Committees are role-based, so policy or service changes are scrutinised by the two thematic policy development committees, and performance reports or reports on risks or financial matters are scrutinised by the Performance and Overview Scrutiny Committee. Work programmes are planned and agreed by the Scrutiny Committees. 	

Monmouthshire Scrutiny

People Scrutiny Committee	Place Scrutiny Committee	Performance and Overview Scrutiny Committee	Public Services Scrutiny Committee
<p>To scrutinise policy and services delivered to adults, children and young people that promotes their health, education and well-being and can include scrutiny of the following:</p> <ul style="list-style-type: none"> • Education (schools and adult learning), Additional Learning Needs, Pupil Support Services, Learning Disability Services. • Safeguarding vulnerable adults and children, children in care. • Family Support Services, support for carers and young carers, respite provision. • Social care and health; including domiciliary, residential, nursing home and community care, occupational therapy, reablement, assistive technology, Disability 	<p>To scrutinise policy and services delivered to residents that promotes community safety and well-being and supports sustainable, resilient communities.</p> <p>To ensure that policy and services are responsive to the needs of businesses and visitors and promote economic activity.</p> <p>This can include scrutiny of the following:</p> <ul style="list-style-type: none"> • Housing (Jointly with People Scrutiny Committee). • Public Health, Environmental Health and Trading Standards. • Community Safety • Highways, Transport and Traffic Management. • Street Lighting. • Grounds Maintenance. 	<p>To scrutinise the ongoing performance of all Council services and ensuring that the Cabinet is held to account.</p> <p>To scrutinise the Council's delivery against its corporate objectives, corporate risks and to conduct budget monitoring for all services.</p> <p>Scrutiny also includes the following:</p> <ul style="list-style-type: none"> • The Planning Function: Building Control, Development Control. • Asset Management. • Corporate Procurement. • School Performance, Scrutiny of the Educational Achievement Service (EAS) • Management of Individual Schools Budgets, Schools Delegated Budgets, the 	<p>To constructively challenge (where powers allow) the work and effectiveness of strategic partnerships (including the Public Service Board) and other public service providers to ensure public accountability of collaborative services, value for money and improved outcomes for people in Monmouthshire.</p> <p>To influence the decisions, policy and practice of public service providers by gathering evidence to make recommendations on effective multi-agency action to improve public service delivery.</p> <p>This can include scrutiny of the following:</p> <ul style="list-style-type: none"> • Key services provided in partnership to local communities, such as those

Monmouthshire Scrutiny

<p>Services, Community Meals Service and Sensory Impairment Services.</p> <ul style="list-style-type: none"> • Mental Health Services. • Homelessness prevention and housing. • Poverty prevention and Social Justice. • Youth Services. • Youth Justice and youth offending service. • Leisure services (in terms of health outcomes). • Welfare Rights. • Community Legal Service. 	<ul style="list-style-type: none"> • Countryside management. • Climate Change and Sustainability • Waste and Recycling. • Tourism and Destination Management • Public realm – Culture, libraries, museums, and theatre. • Economic growth, Place shaping and enterprise. • Local Development Planning, Economic Development Planning • Digital Infrastructure • Job creation and vocational skills. • Estates Management 	<p>Authority's Schools Individually Managed Budgets.</p> <ul style="list-style-type: none"> • Chief Executive's Function. • Revenues, Council Tax, Non-Domestic Rates and Finance. • Corporate Costs and Levies. • Facilities and Accommodation Management. 	<p>delivered by the Regional Partnership Board.</p> <ul style="list-style-type: none"> • The Council's interface with the Voluntary Sector. • Any collaborative initiatives, including: <ul style="list-style-type: none"> - Shared Resource Service (SRS) - Integrated Adults Services with Health Partners. - Domestic Violence Service, Drug and Alcohol Services. - Public health and well-being. • Crime and Disorder Scrutiny in line with the Police and Justice Act (2006) and Welsh Government Guidance published in 2010.
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The Scrutiny Chairs Group

The Scrutiny Chairs Group comprises the four Scrutiny Chairs and the Chair of the Governance and Audit Committee and meets every 9 weeks to discuss forward Work Programmes to ensure a coordinated approach. The group will also consider periodically: Scrutiny Member Development, Scrutiny Self-evaluation, Public Engagement, Corporate Assessments, Corporate Planning, Risk Management, and other relevant scrutiny matters as appropriate.

Monmouthshire Scrutiny

Terms of Reference:

- To ensure clear purpose and role for topics being tabled to Scrutiny Committees;
- To co-ordinate scrutiny and audit workstreams to avoid duplication, whilst recognising scrutiny has a clear and distinct role in the accountability for performance and scrutiny of budgets from that of the Governance and Audit Committee.

Diarised Scrutiny Committee Dates

People	Place	Performance and Overview	Public Services	Scrutiny Chairs Group
12 th July 2022	30 th June 2022	16 th June 2022	18 th July 2022	8 th July 2022
27 th September (pm)	15 th September 2022	7 th July 2022	10 th October 2022 (pm)	20 th October 2022
15 th November 2022	10 th November 2022	29 th September 2022	28 th November 2022	8 th December 2022
10 th January 2023	12 th January 2023	15 th December 2022	20 th February 2023	9 th February 2023
28 th February 2023	2 nd March 2023	23 rd February 2022	24 th April 2023 (pm)	6 th April 2023
18 th April 2023	13 th April 2023	27 th April 2023		

Monmouthshire Scrutiny

Role Description for a Scrutiny Committee Chair

Leadership outside the Committee:

- To be familiar with the key issues facing the Council, its priorities, and its responsibilities to be able to inform the work of scrutiny.
- To understand the performance management framework and the Scrutiny Committee role in ensuring ongoing performance evaluation.
- To build effective relationships with the Chief Executive, Cabinet, service areas and stakeholders that is mutually trusting, so that scrutiny is respected and viewed a resource to the organisation.
- To develop realistic and balanced work programmes which address the key risks facing the Council and ensure a balance between policy development and the 'holding to account' role. To monitor progress of Scrutiny Workshops, and to ensure that agreed topics are given the necessary time to enable effective scrutiny.
- To undertake the necessary preparation prior to Committee meetings to lead the Committee effectively, ensuring the objectives of the meeting are fulfilled and that scrutiny is outcome-focussed.
- To involve users of services and key stakeholders in the business of Scrutiny Committees to effectively challenge the Council's performance.
- To represent scrutiny at meetings of the County Council and Cabinet on behalf of the Committee and to feedback to the Committee on the outcomes of such meetings.
- To determine arrangements for special meetings of the Committee.
- To ensure that the work of Scrutiny Committees is publicised and communicated to build understanding of its role both within and outside the Council.
- To contribute to the continuing development of scrutiny in Monmouthshire through learning from best practice elsewhere.

Monmouthshire Scrutiny

Leadership at the Committee:

- To manage the meeting to ensure the objectives of the meeting are fulfilled and that the scrutiny is outcome-focussed.
- To provide leadership to the Committee, recognising the varied contributions of individual Members of the Committee to ensure a positive group dynamic.
- To ensure effective questioning of the relevant Cabinet Members, officers, service providers and stakeholders on policy and performance relating to areas within the Committee's remit.
- To lead the Committee in commissioning research, gathering evidence, questioning internal and external witnesses to ensure that scrutiny recommendations are robust and evidence-based.
- To define and manage appropriate member and officer conduct at the meeting to ensure effective scrutiny.
- To ensure clear actions are agreed through Chair's 'summing up' to enable the work of the Scrutiny Committees to make a timely and relevant contribution to the Council.
- To ensure that the scrutiny process is transparent and that the Committee's obligation to engage with service users, the public and key stakeholders is reflected in the way the Committee undertakes its' business.
- To lead and oversee the proper process of call-in in accordance with the constitution.
- To ensure Standing Orders are applied impartially.