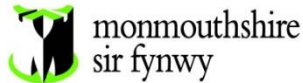


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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 28 May 2024

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 5th June, 2024, at 5.00 pm.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. STRATEGIC RISK MANAGEMENT POLICY AND RISK ASSESSMENT 1 - 68

Division/Wards Affected: All

Purpose: To provide Cabinet with the council's proposed updated strategic risk management policy.

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

Author: Richard Jones, Performance and Data Insight Manager
Hannah Carter, Performance Analyst

Contact Details: richardjones@monmouthshire.gov.uk
hannahcarter@monmouthshire.gov.uk

4. PEOPLE STRATEGY 69 - 100

Division/Wards Affected: All

Purpose: To seek Cabinet approval of a revised People Strategy, which is one of a suite of enabling strategies that sit underneath the Community and Corporate Plan to ensure that the authority's resources are aligned with the delivery of its purpose.

Author: Matthew Gatehouse, Chief Officer – People, Performance and Partnerships

Contact Details: matthewgatehouse@monmouthshire.gov.uk

5. OUTCOME OF THE STATUTORY CONSULTATION ON PROPOSALS TO INCREASE THE CAPACITY OF YSGOL GYMRAEG Y FENNI

101 - 152

Division/Wards Affected: Abergavenny

Purpose: The purpose of this report is to provide Cabinet with an update on the recent statutory consultation exercise concerning the proposals to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through its relocation to the former Deri View Primary School site.

This report presents the consultation report (appendix 1) to Cabinet and seeks their approval to proceed with the next stages of this statutory process, namely, to publish the required statutory notices.

Author: Matt Jones, Access Unit Manager

Contact Details: matthewdjones@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Ward
Mary Ann Brocklesby	<p>Leader Lead Officer – Paul Matthews, Matthew Gatehouse</p> <p>Whole Authority Strategy and Direction Whole authority performance review and evaluation Promoting localism within regional and national frameworks Relationships with Welsh Government, UK Government and local government associations Regional Relationships with City Regions and Public Service Board Strategic Procurement Local Food production and consumption, including agroforestry and local horticulture</p>	Llanelly
Paul Griffiths	<p>Cabinet Member for Planning and Economic Development Deputy Leader Lead Officer – Frances O’Brien</p> <p>Economic Strategy Local development plan and strategic development plan including strategic housing sites Homelessness, affordable housing delivery and private sector housing (empty homes, leasing scheme, home improvement loans, disabled facilities grants and adaptive tech) Supporting Town Centres including car parking and enforcement Development Management and Building Control Skills and Employment Broadband connectivity Car parks and civil enforcement trading standards, environmental health, public protection, and licencing</p>	Chepstow Castle & Larkfield
Ben Callard	<p>Cabinet Member for Resources Lead Officers – Peter Davies, Frances O’Brien, Jane Rodgers</p> <p>Finance including MTFP and annual budget cycle Benefits Digital and information technology Human resources, payroll, health and safety</p>	Llanfoist & Govilon

	<p>Land and buildings Property maintenance and management Emergency planning</p>	
Martyn Groucutt	<p>Cabinet Member for Education Lead Officers – Will McLean, Ian Saunders</p> <p>Early Years Education All age statutory education Additional learning needs/inclusion Post 16 and adult education School standards and improvement Community learning Sustainable communities for learning Programme Youth service School transport</p>	Lansdown
Ian Chandler	<p>Cabinet Member for Social Care, Safeguarding and Accessible Health Services Lead Officer – Jane Rodgers</p> <p>Children’s services Fostering & adoption Youth Offending service Adult services Whole authority safeguarding (children and adults) Disabilities Mental health and wellbeing Relationships with health providers and access to health provision</p>	Llantilio Crossenny
Catrin Maby	<p>Cabinet Member for Climate Change and the Environment Lead Officer – Frances O’Brien, Ian Saunders</p> <p>Decarbonisation Transport planning, public transport, highways and MCC fleet Active travel Waste management, street care, litter, public spaces, and parks Pavements and back lanes Flood alleviation, management and recovery Countryside, biodiversity, and river health</p>	Drybridge
Angela Sandles	<p>Cabinet Member for Equalities and Engagement Lead Officers – Frances O’Brien,, Matthew Gatehouse, Jane Rodgers</p> <p>Community inequality and poverty (health, income, nutrition, disadvantage, discrimination, isolation and cost of living crisis) Citizen engagement and democracy promotion including working with voluntary organisations Citizen experience - community hubs, contact centre,</p>	Magor East with Undy

	<p>and customer service and registrars Leisure centres, play and sport Tourism Development and Cultural strategy Public conveniences Electoral Services and constitution review Communications, public relations and marketing Ethics and standards Welsh Language Rights of way</p>	
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Aims and Values of Monmouthshire County Council

Our purpose

To become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life.

Objectives we are working towards

- Fair place to live where the effects of inequality and poverty have been reduced;
- Green place to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency;
- Thriving and ambitious place, where there are vibrant town centres and where businesses can grow and develop
- Safe place to live where people have a home where they feel secure in;
- Connected place where people feel part of a community and are valued;
- Learning place where everybody has the opportunity to reach their potential

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.

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SUBJECT:	Strategic Risk Management Policy and Risk Assessment
MEETING:	Cabinet
DATE:	5th June 2024
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide Cabinet with the council's proposed updated strategic risk management policy.
- 1.2 To provide Cabinet with an overview of the current strategic risks facing the authority.

2. RECOMMENDATIONS:

- 2.1 That Cabinet members review and agree the updated strategic risk management policy.
- 2.2 That Cabinet members review the strategic risk assessment and assess whether the assessment provided is a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.

3. KEY ISSUES:

- 3.1 The strategic risk management process ensures that strategic risks are identified and monitored by the authority; Risk controls are put in place that are appropriate and proportionate; Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 Strategic risks are typically risks which could significantly jeopardise the council's ability to achieve its objectives, statutory plans and/or provide operational services as planned. The council's strategic risk management policy and guidance and risk assessment helps ensure strategic risks are identified and assessed robustly, risk controls are put in place that are appropriate and proportionate, and risks are supported by effective mitigations to ensure, as far as possible, risk reduction/risk management. The report is made up of two parts:
 - Part 1 provides the proposed updates to the council's strategic risk management policy and process for identifying and managing strategic risks.
 - Part 2 consists of the strategic risk register, with key changes, including changes to risk levels or the focus of the risk, noted in the summary page at the front of the strategic risk register.

Part 1 - Strategic Risk Management policy

- 3.3 The existing strategic risk management policy has been in place since 2019. The policy and supporting guidance have now been reviewed. The review has built on the policy in place with the changes proposed largely strengthening arrangements or incorporating new arrangements identified. This has been informed by evidence from our own self-assessment, the work of Governance & Audit Committee and a recent Internal Audit review. It has also drawn on external guidance and practice on risk management. Appended to the report are the proposed revised strategic risk management policy (Appendix 1.1), risk appetite statement (Appendix 1.2) and supporting risk guidance (Appendix 1.3).
- 3.4 The main updates proposed are:

- When identifying risks, the need to consider both current risks that require immediate treatment, and also risks that may become more prominent in the future, including the production of a Risk Radar Report on an annual basis to support horizon scanning and inform risk identification.
 - The requirement and responsibilities to consistently produce directorate risk registers, supporting the identification, management, escalation, and de-escalation of strategic risks.
 - The further definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity. This risk appetite statement is a separate document to the risk management policy to allow for more regular review and updates to ensure it remains relevant and appropriate.
 - Further definition of risk monitoring and reporting arrangements, which includes the role of Cabinet.
- 3.5 The proposed risk management policy was presented to Governance and Audit Committee at their 29th April meeting. The committee reviewed the updates proposed and were content in the articulation of the revised risk management policy and recommended no further changes.
- 3.6 The existing strategic risk management policy continues to guide the current strategic risk register. It is proposed that this new, revised risk management policy would formally come into place from April 2025, to allow for a period of transition. This period of transition would allow the council time to strengthen arrangements in line with the revised policy, including:
- Building directorate risk registers and embedding these in planning and decision-making processes and strengthening existing directorate risk registers.
 - Reviewing policy documents to ensure that risk, and risk appetite, has been considered and is captured.
 - Adapting and updating the format of the strategic risk register
 - Strengthening risk management training and awareness for all officers.

Part 2 – Strategic Risk Register

- 3.9 The council continues to operate in a dynamic environment and has controls in place to assess, manage and mitigate, as far as possible, a variety of risks. The strategic risk register is a live document and is continually updated based on the latest evidence. This will include adjusting the focus, detail and risk levels of risks where necessary. The full strategic risk register can be found in appendix 2; a summary of recent changes can be found in the table below:

Risk	Current risk score	Previous risk score	Reason
Risk 10 - related to the Replacement Local Development Plan (RLDP).	Medium (8) (26/27 post mitigation)	High (12) (26/27 post mitigation)	The risk level for this risk is assessed to decrease to medium, post-mitigation, for the year 2026/27 as a result of the RLDP being proposed for adoption during 25/26.
Risk 12 – related to the rising cost of living.	High (12) (25/26 post mitigation)	Medium (8) (25/26 post mitigation)	The risk level for this risk has increased from medium to high, post-mitigation, for 25/26, to reflect ongoing financial hardship that is likely to be faced by many families as a result of the cost-of-living. The risk score is assessed to return to medium, post-mitigation, for the year 26/27.
Risk 14 - related to public bus services.	High (12)	High (12)	This risk has been refocused as result of the immediate financial pressure being mitigated; the current risk now stems from a changing delivery model. The inherent risk of a reduction in public bus services remains unchanged.

3.10 An overview of the strategic risk register was presented to Governance and Audit Committee at their 29th April meeting. The full strategic risk register was presented to Performance and Overview Scrutiny Committee at their 14th May meeting; members had the following comments for consideration by Cabinet:

- Some risks remain high in the risk register, including risks 2, 7 and 11, after mitigating action and the committee were concerned despite these actions being taken, they are not decreasing the risk level.
- Risk 7, relating to instability in the market for children at risk and risk 8, relating to delays in service provision to older adults both cause concern to the committee and further information is needed in the assessment on the current situation with the risk and how this is being monitored.
- How the Council is planning to address the risk of some services becoming financially unsustainable was raised as a key area for concern.
- The Committee queried the main factors that contribute to the risk of significant harm to a child or adult due to a specific failure of safeguarding arrangements.
- The actions that the council is taking to reduce the high absence rates of vulnerable children is an area of interest to the committee.
- How the council is monitoring the progress of the decarbonisation plan and the impact of climate change on its services and assets was also highlighted.

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

4.1 The purpose of the whole authority strategic risk assessment is to identify and assess risks robustly and ensure risk controls are put in place that are appropriate and proportionate. Any specific mitigating actions that have significant policy implications would need to be subject to a separate decision and a full impact assessment completed at that time.

4.2 The risk assessment specifically references risks around safeguarding and corporate parenting and how they are being mitigated. It also includes activity to mitigate risks relevant to the socio-economic duty and Future Generations.

4.2 A completed Integrated Impact Assessment can be found in appendix 5.

5. OPTIONS APPRAISAL:

5.1 The reviewed Strategic Risk Management Policy has been informed by evidence from our own self-assessment, the work of Governance & Audit Committee and a recent Internal Audit review. Risk Management practice and guidance has also been researched and used to inform its development.

5.2 The Strategic Risk Assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. Risks that are identified as needing to be managed through the strategic risk register are included. The structure of the risk register has been developed based on information specified in the policy as being required. Updates to the strategic risk management policy and guidance consider feedback received and take account of the Council's current governance arrangements.

6. EVALUATION CRITERIA:

6.1 The strategic risk management policy sets the criteria that needs to be considered when identifying and mitigating strategic risks. Actions in the risk register set timescales and

responsibility holders for delivery. The risk assessment will be subject to continuous review as part of the authority's performance management framework. An up-to-date risk register will be accessible to members on the Council's intranet – The Hub. The risk management policy and guidance set the reporting requirements of the risk assessment to Governance and Audit Committee, Performance and Overview Scrutiny Committee and Cabinet

- 6.2 The risk management policy sets an assessment of the effectiveness of the risk management framework will be undertaken six monthly and any subsequent action identified implemented. The strategic risk policy and guidance will be reviewed annually and adapted if required, to address any external and internal changes. Any material changes will need to be agreed with the Council's strategic leadership team and Cabinet.

7. REASONS:

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

8. RESOURCE IMPLICATIONS:

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

9. CONSULTEES:

Cabinet
Strategic Leadership Team
Governance and Audit Committee
Performance and Overview Scrutiny Committee

10. BACKGROUND PAPERS:

Monmouthshire County Council Risk Policy and Guidance

11. AUTHORS:

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

12. CONTACT DETAILS:

E-mail: richardjones@monmouthshire.gov.uk
E-mail: hannahcarter@monmouthshire.gov.uk

Appendix 2 - Monmouthshire County Council Whole Authority Strategic Risk Assessment – June 2024

Ref	Potential Risk	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Key changes
Risks to resources				
1	It will not be possible to deliver all of the commitments in the Community and Corporate Plan leading to slower than desired progress towards our purpose as a result of a tightening financial position	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	A six-month progress update on meeting commitments set out in the Community and Corporate plan was presented to Cabinet in January 2024. During this meeting Cabinet agreed to reflect on the deliverability of the community and corporate plan in light of the current and future budget pressures.
1b	A small working political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	This is a new risk added to the strategic risk register, to ensure that that the risk to the speed at which the council is able to make decisions and implement change as a result of the slim majority is assessed and managed.
2	Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The 2024/25 budget was approved by Council in February following scrutiny by various committees, public and stakeholder consultation. Despite setting a balanced budget for 2024/25 there remains some risk as a result of a dynamic financial situation. Further work will be undertaken to develop the medium-term financial strategy and plan that will include an ongoing assessment of pressures, risks and modelling assumptions along with a clear plan and approach to address the budget shortfalls forecast.
3	The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	A revised and updated Asset Management Strategy was approved by Council in January, introducing clearer alignment with the Community and Corporate Plan and establishing key principles which will inform strategic decision making for the council’s land and property portfolio.
4	Increases in the number of people exiting the labour market, a UK skills shortage and wage inflation will impact recruitment, retention and workforce planning and affect the delivery of Council services	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	The development of a revised people strategy aligned to the community and corporate plan is a significant mitigating action for this risk; this strategy is due to be presented to Cabinet in June.
5	Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	A range of mitigation action continue to be undertaken to mitigate this risk.
Risks to service delivery				
6	Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	The nature of the risk has been updated reflecting the increased complexity in safeguarding presentations and increased vulnerability within communities. The 2022/23 annual Safeguarding Evaluation report was presented to Council in December 2023. The strategic risk has been updated in line with the findings of this evaluation.
7	Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand and complexity of cases	2024/25 – High (12) 2025/25 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	A Placement Development Strategy was presented to Council in April, setting out the strategy for the expansion and development of in-county residential and supported accommodation placements for children who are looked after.
8	Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The risk has been updated reflecting the on-going pressure across the social care and health system, together with workforce shortages in some areas. Progress with mitigating actions has been updated including recruitment campaigns, care at home and the micro- carers project.
9	High absence rates, particularly among vulnerable pupils, including those eligible for free school meals, and the increase in episodes of behaviours that challenge	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	The nature of the risk and mitigation actions have been updated. The change reflects the progress made in mitigating the risk of implementing the new national curriculum on learning and the

	in schools as a result of the continuation of trends that first emerged during the pandemic will result in a worsening of educational attainment			continued risk of delayed impacts of the pandemic on learning through reduced attendance levels and the increase in episodes of behaviours that challenge in schools.
Risks to policy priorities				
10	a) The council is unable to proceed with the Deposit Replacement Local Development Plan due to a failure to identify and agree suitable Gypsy, Roma and Traveller sites b) The council does not support the Deposit Replacement Local Development Plan c) Delays to the adoption of a Replacement Local Development Plan (RLDP) inhibits our ability to take forward key policy objectives such as job creation and affordable housing development d) High phosphate levels in the rivers Usk and Wye limit development opportunities within a significant proportion of the county	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	The risk level for this risk is expected to decrease to medium, post-mitigation, for the year 2026/27 as a result of the RLDP being proposed for adoption during 2025/26.
11	a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 because our resources are not commensurate with the scale and complexity of the challenge b) The Council is unable to deliver services as a result of the increasing frequency of climate-related emergencies such as floods or extreme heatwaves that increase the demand for emergency responses and can cause damage to infrastructure and the closure of facilities	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	2024/25 – High (16) 2025/26 – High (16) 2026/27 – High (16)	The Climate Emergency Strategy is being reworked into an overarching Climate and Nature Emergency Strategy to align with the new Community and Corporate Plan and is due to be presented to Cabinet in May 2024. This reworked strategy will be underpinned by 4 action plans to better reflect the breadth of work that is taking place: Internal decarbonisation, Biodiversity and Nature Recovery, Rivers and Oceans and Community climate change.
12	The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	The risk level for this risk has increased from medium to high, post-mitigation, for 25/26, to reflect ongoing financial hardship that is likely to be faced by many families as a result of the cost-of-living crisis.
13	Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – Medium (8) 2025/26 – Medium (8) 2026/27 – Medium (8)	Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. A total of 261 awards were given during the 23/24 financial year to both households at risk of homelessness to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives.
14	A reduction in public bus services as a result of a reduction in funding makes it harder for people to access key services across the county	2024/25 – High (12) 2025/26 – High (12) 2026/27 – High (12)	2024/25 – High (12) 2025/26 – High (12) 2026/27 – Medium (8)	A revised risk of the possible reduction in public bus services has been identified.
15	Increased legal challenge to council decisions and service delivery resulting in delays, increased costs and reputational harm.	2024/25 – Medium (9) 2025/26 – Medium (9) 2026/27 – Medium (9)	2024/25 – Medium (6) 2025/26 – Medium (6) 2026/27 – Medium (6)	This has been identified due to the risk of delays to council decision making as a result of legal challenges.

Risks to resources

Ref & Status	1	Risk	Potential Risk that: It will not be possible to deliver all of the commitments in the Community and Corporate Plan leading to slower than desired progress towards our purpose as a result of a tightening financial position			
Risk Owner and cabinet Member responsible	Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)		Scrutiny Committee	All	Strategic objective	All

Reason why Identified

The Well-being of Future Generations Act requires us to plan on a decadal and generational basis. We updated our medium-term Community and Corporate Plan following the election of a new Council in May 2022 to align to the aspirations of the new administration. This will inform the development of a medium-term financial plan. The publication of three-year indicative budget settlements will aid this process but higher levels of inflation and pay awards above present assumptions make planning for the longer term difficult. A replacement Local Development Plan is currently being developed and other medium-term strategies such as the Climate and Nature Emergency Strategy will be updated. The global outlook has changed the world considerably since 2020, and we must consider the longer-term impact on future generations, and plan for these accordingly. The council's key enabling strategies that facilitate the delivery of our Community and Corporate Plan are currently being updated to reflect new and emerging priorities.

The authority is likely to face significant budget pressures as the UK Government begins to repay the debt accrued to meet the costs of the pandemic. Alongside this, it is expected that the NHS will continue to consume an increasing proportion of public sector expenditure. Both adult and children's social care are facing acute pressures with escalating demand, increasing complexity and workforce shortages all contributing. While there is pressure to free-up hospital beds, the care system does not have the capacity to accommodate this, meaning that more resources will be drawn into these acute settings.

These issues are compounded by workforce shortages and low levels of pay compared to other sectors. In Monmouthshire, high property prices make it difficult for staff to remain in or relocate to the area.

Housing shortages are contributing to increasing levels of homelessness with limited affordable accommodation to meet the 2,400 applicants registered as in need on the Housing Register. This is compounded by the National Development Framework, which will limit the development of housing that is affordable for the key workers of the future. Limited housing growth will also have an impact on future council tax receipts, which the county is dependent on as it receives the lowest settlement of any local authority in Wales meaning that more must come from council tax or commercial income streams. The funding formula does not take adequate account of the relative higher costs of providing services in rural areas where public services cannot be easily centralised to generate economies of scale.

An additional challenge that poses a threat to the long-term viability is climate change with increasing frequency of adverse weather events. The county of Monmouthshire has one of the highest carbon footprints in Wales with an older housing stock, which will be costly to decarbonise. The geography also means that decarbonising council operations will be more challenging than in urban areas.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure affordability and deliverability of the commitments set out in the Community and Corporate Plan in the context of the wider economic climate	Strategic Leadership Team	Ongoing	The Community and Corporate Plan was endorsed by Council in April 2023. A six-month progress update on meeting commitments set out in the plan was presented to Cabinet in January 2024. During this meeting Cabinet agreed to reflect on the deliverability of the community and corporate plan in light of the current and future budget pressures, and to receive a report in the first quarter of 2024/25 setting out revised measures alongside targets for performance up to the final year of the plan, taking advantage of in-year work done on becoming a Marmot Region with a move towards improved measurement of outcomes rather than outputs where possible.
Engage with communities to understand challenges and opportunities from their perspective including participation of residents and service users	Strategic Leadership Team	Ongoing	The Council has undertaken a range of assessment and research to understand well-being in the county including the well-being assessment, population needs assessment, and research for the Replacement Local Development Plan (RLDP). These were used to inform the new Community and Corporate Plan, alongside information generated by cross-party working groups held in July and August 2022. A month-long consultation period on the 24/25 budget proposals took place at the beginning of 2024, where residents and local businesses were encouraged to engage and share their views. A range of events were held, both face to face and virtually, to ensure all residents had the ability to participate. Feedback from the events was carefully considered and resulted in a number of changes being made to the draft budget proposals and some savings being reversed. The contemporary policy challenges that we need to meet, working with our communities, are complex and evolving. These include transitioning to net zero, tackling the determinants of health inequality, making sure our children do well, and social care reform. We need to ensure that our understanding of these in the county remains up-to-date and current to inform our priorities. There is a need to develop our thinking and ideas as we plan for the longer term. The involvement and participation of and engagement with Monmouthshire's community groups, public service partners, service users and residents will be strengthened to help further understand experiences in the County, and to ensure programmes are bold and ambitious.

Strengthen medium to long term strategic financial planning as part of the Medium-Term Financial Plan and adapt to reflect the global uncertainty on public finances.	Deputy CEX/Chief Officer, Resources	June 2024	The Medium-Term Financial Strategy (MTFS) will be presented to Council in June. The Medium-Term Financial Plan (MTFP) will follow which will outline a more specific delivery plan. It is important that both the MTFS and MTFP have regard to the cause and impact on meeting the well-being objectives and wider ambition of the Council set out in the Community and Corporate Plan.
Review and update enabling strategies following the adoption of a new Community and Corporate Plan and learning from the pandemic to ensure alignment of resources with the organisations policy priorities.	Deputy CEX/Chief Officer, Resources	June 2024	The enabling strategies will be reviewed to ensure they are fit for purpose and support the new policy aims and objectives set out in the Community and Corporate Plan.

Ref & Status	1b	Risk	Potential Risk that: A small working political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects						
Risk Owner and cabinet Member responsible		Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)	Scrutiny Committee	All	Strategic objective		All		
Reason why Identified									
The local elections of May 2022 resulted in no political party having overall control of the Council. The Labour party was the largest party and formed a new cabinet without an overall majority. The lack of a majority Council has resulted in a politically unstable council, which has had a significant effect on the speed of the organisation's decision making and the ability to implement policy change. A coalition agreement has subsequently been reached between the Labour party and the Green party which provides a slim political majority of one councillor. The democratic process has seen some decisions be subject to call-in which can cause uncertainty in some projects.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Substantial	High	12	2024/25	Likely	Substantial	Medium	9
2025/26	Almost certain	Substantial	High	12	2025/26	Likely	Substantial	Medium	9
2026/27	Almost certain	Substantial	High	12	2026/27	Likely	Substantial	Medium	9
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Undertake pre-decision scrutiny on relevant decisions		Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships	Ongoing	Each scrutiny committee has an established forward plan. This is shared regularly with department management teams to seek their input on items that will require scrutiny. A number of special meetings have been held to ensure decisions are scrutinised in advance of decisions. There is a need to improve the timeliness of completion of the forward plan to ensure appropriate time can be allocated by scrutiny committees to forthcoming decisions.					
Utilise members seminars and scrutiny workshops to engage and involve all councillors in the development of policy		Chief Officer Law & Governance and Chief Officer People, Performance & Partnerships	Ongoing	Members seminars are being used to share developments and involve councillors on significant forthcoming decisions. Recent seminars include on the Replacement Local Development Plan (RLDP) and Culture Strategy. Scrutiny workshops are being held to seek councillors' involvement in the development of proposals, these include the review of primary school catchments and Gypsy and Traveller needs assessment.					
Maintain a fully populated forward work planner of Cabinet and Council business		Chief Officer Law & Governance	Ongoing	An established forward work planner for cabinet and Council business is available to all councillors and is a standing item on the agenda of scrutiny committees to inform their own work programme. There is a need to improve the timeliness of completion of the forward plan to ensure all interested parties are sighted as early as possible on planned decisions being brought forward.					

Ref & Status	2	Risk	Potential Risk that: Some services will become financially unsustainable in the short to medium term in their current form due to increasing demand and continuing financial pressures						
Risk Owner and cabinet Member responsible		Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	All	Strategic objective		All		
Reason why Identified									
Councils across the UK are continuing to face significant financial challenges. It is widely acknowledged that local government funding has not kept pace with increased service demand and inflationary pressures. The Council has seen continuing financial headwinds which are severely impacting the service operating environment. The Inflationary drivers impacting pay and supplies and services continue to far outstrip available resources: demand led pressures continue to increase in the areas of Homelessness, Social Care, Children's additional learning needs, and Transport; interest rates have risen sharply to combat inflation, significantly above economic forecasts; the Council continues to deal with a shortage of staff resources due to ongoing labour market challenges which require the use of more costly temporary solutions; supply chain issues continue which require more costly alternative or expedited arrangements; the cost of living crisis continues to have a significant impact on our communities. This will be further exacerbated over the medium term by a weak growth forecast in the UK economy impacting on public sector spending, and by heightened interest rates									

that will impact housing costs. All the aforementioned results in a growing need for supportive Council services, a reduced demand for income generating services, increased risks around debt recovery, and a continued high-cost operating environment.

Current modelling predicts a continuously increasing budget deficit, despite a higher than expected increase in Welsh Government funding, with a shortfall of £35million predicted in 2027/28. The Council has a legal duty to set a balanced budget and therefore any budget shortfalls will need to be met through a combination of pressures being mitigated, additional savings and income or reserve contributions. This will be particularly challenging set against the backdrop of an ambitious Corporate and Community Plan being implemented.

There is not a consistent picture of schools' balances. There has been a fluctuating trend with some schools showing a continuing reduction in schools balances, which is of concern, and others a more stable trend. However, grants awarded to schools at 2020/21- and 2021/22-year ends have resulted in a large increase in overall school balances. At 2022/23 year end, five schools were in deficit, compared to sixteen forecast to be in deficit by year-end 2023/24. Several schools continue to carry structural budget deficits which will need close monitoring as we move into a difficult budget year for schools in 2024/25.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Likely	Major	High	12
2025/26	Almost certain	Major	High	16	2025/26	Likely	Major	High	12
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures.	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The 2022/23 revenue budget culminated in an overspend of £3.5m which required funding from earmarked reserves to cover the additional expenditure incurred following acute pressures experienced within Adult's and Children's services, Homelessness, and Education. The 2023/24 budget set in March 2023 accommodated additional costs of delivering services of £26m or 14%. Whilst income and funding increased by 9% (£16m) to meet some of these costs, the Council needed to find savings of 5% (£10m) from services.</p> <p>Cabinet received an early financial update for the year at their July 2023 meeting which highlighted significant early pressure on the Council's budget of around £6m. As part of a package of measures to tackle this, Cabinet approved the use of £2.5m of useable revenue reserves to increase the Council's overall level of inflation contingency. This equated to the amount of reserves that were originally anticipated to be required to support the 2022/23 budget outturn position, but were not ultimately called upon. When set alongside a further unbudgeted grant assumption of £1m, this left a remaining forecast budget pressure of £2.6m. Cabinet immediately instigated mitigating action to develop a structured approach to tackling the remaining forecast deficit through £2.1m of budget recovery proposals brought forward by services.</p> <p>The Month 9 2023/24 budget update forecasts an overall revenue budget deficit of £314k, a slight deterioration of £29k from the Month 6 update. The overall deficit is due to a combination of a shortfall in services being able to meet their budgeted savings targets of £1.866m and in-year budgetary pressures across three of our frontline service directorates; this is offset significantly by in-year use of reserves of £2.5m to mitigate inflationary pressures, and savings within treasury, corporate costs, and financing budgets. This use of £2.5m of reserves is in addition to the use of £3m of reserves that was approved as part of the 2023/24 budget. Further mitigation is provided by utilising a maximum of £4m of capital receipts to meet revenue expenditure under regulation.</p> <p>There remain key specific budgetary risks presenting for the remainder of this financial year and beyond. Homeless presentations continue to be volatile; increased level and complexity of demand within social care continues to provide a financial risk; the risk that further non-delivery of budgeted savings targets in the current difficult operating environment will impact on both 2023/24 and the medium-term if alternative strategies to deliver savings cannot be found; reducing debt recovery; limited reserve cover; the deteriorating and volatile wider economic climate.</p> <p>Work will continue to deliver on the structured approach to tackling the underlying budget pressures, which will continue to explore all available options open to the Council. There is a requirement for all services to continue to bear down on avoidable cost and identify further income opportunities wherever possible for the remainder of the year, in order to limit the call on severely limited useable revenue reserves.</p>
Develop a set of budget proposals for 2024/25	Deputy CEX/Chief Officer, Resources	March 2024	Cabinet published their budget setting process and timetable at their meeting in November 2023. This highlighted an initial budget gap of £14.4m, which was made up of gross expenditure pressures of £22.7m or 10%, offset by modelled increases in funding of £8.3m or 4% of increased Welsh Government grant, Council tax

			<p>and fees and charges for services. This is the second successive year that the Council has needed to tackle gross expenditure pressures of £20m+. Whilst the Council in the past has regularly dealt with financial challenges in the order of £5m - £10m in an annual planning cycle, the scale of the pressure for 2024/25 is challenging.</p> <p>Budget proposals were subject to scrutiny at various committees as well as a month-long public consultation process at the beginning of this year; in total the council engaged with 206 attendees across 13 stakeholder events. Feedback received through these channels resulted in some changes being made to proposals, namely removing the requirement of schools to make efficiency savings of £835k; the removal of the proposal to introduce a charge for food waste bags; the removal of the proposal relating to increasing planning application fee income. A final cost pressure within Adult's social care was also recognised within final budget proposals. Final proposals were approved by Council at their meeting in February.</p> <p>Despite setting a balanced budget for 2024/25, there remains some risk as a result of the dynamic financial situation. The key risks remaining to be assessed and managed in 2024/25 are: the deliverability of budget savings proposals; continued service demand pressures in children's social services; demographic changes such as an increasing elderly population, changes in pupil numbers, increase in special educational need provision and increase in homeless presentations; late notification of grant funding streams being removed or reduced; the risk of pay awards being greater than modelled budget assumptions and not being fully funded by UK and Welsh Government; uncertainty around UK Government funding of increased employer pension contributions; an uncertain economic and political environment. Further work will be undertaken to develop the medium-term strategy and plan that will include an ongoing assessment of pressures, risks and modelling assumptions along with a clear plan and approach to address the budget shortfalls forecast.</p>
Strengthen medium to long term strategic financial planning as part of the Medium-term financial plan, that is based on realistic evidence and planned scenarios, to guide our budget setting in line with agreed strategic objectives and responsiveness to challenges, such as the cost-of-living.	Deputy CEX/Chief Officer, Resources	June 2024	The Medium-Term Financial Strategy (MTFS) will be presented to Council in June. The Medium-Term Financial Plan (MFTP) will follow which will outline a more specific delivery plan. It is important that both the MTFS and MFTP have regard to the cause and impact on meeting the well-being objectives and wider ambition of the Council set out in the Community and Corporate Plan.
Develop and deliver an Asset Management Strategy aligned to the Community and Corporate Plan	Deputy CEX/Chief Officer, Resources	Timescales as per strategy	The updated Asset Management Strategy has been adopted, introducing clearer alignment to the Community & Corporate Plan and establishing key principles which will inform strategic decision making for the council's land and property portfolio. The Asset Management Strategy is delivered via the associated Asset Management Plan, which is subject to regular monitoring and progress reporting.
Progress the Delegation Agreement with Cardiff Council, for the discharge and provision of council strategic and operational procurement services	Head of Enterprise and Community Animation	Timescales as per strategy	<p>The authority has entered into a collaboration with Cardiff Council, for mutual benefit, in the discharge and provision of the council's procurement services. The arrangements provide increased capacity and expertise to strengthen the council's procurement arrangements, such as in the use of data, to lead to better informed business decisions and business alignment. The effectiveness and impact of the arrangements will need to be assessed on an ongoing basis.</p> <p>The council's Socially Responsible Procurement Strategy 2023-28 and delivery plan were approved by Cabinet in June 2023. This strategy ensures that our procurement processes are aligned with our objectives outlined in the Community and Corporate Plan, and sets out our key procurement objectives, which include contributing to reducing the Council's carbon emissions to Net Zero by 2030 and making procurement spend more accessible to local small businesses and the third sector.</p>
Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact, whilst continuing to improve standards for our young people.	Finance Manager – Children & Young People	Ongoing	<p>Collective School Balances at the beginning of the 2022/23 financial year amounted to £6.956m surplus. The majority of the surplus balance brought forward into 2022/23 was due to several grants being awarded to schools at 2021-22 year-end, including Revenue Maintenance, Winter of Wellbeing, ALN New System, Recruit Recover & Raise Standards, Attendance Support & Community Schools, RISG and LA Education Grant. The 2022/23 Month 9 forecast anticipated a draw on reserves of £4.652m. Between then and year-end, additional income including EAS income and Ukraine funding not included in school forecasts were received by schools, as well as some schools not investing as planned. This resulted in the draw on reserves being reduced to just under £2.7m.</p> <p>Five schools were in a deficit by the end of 2022/23, which points to structural budget deficits remaining in some cases, or a lack of planning for budgetary risks in the current economic environment. The Month 9 2023/24 forecast notes a significant movement in cumulative School balances forecast for the year, moving from a surplus</p>

			of £4.25m to a forecast deficit of £1.35m at year-end. Sixteen schools are currently forecast to be in deficit by year-end. The legacy impact of the pandemic continues within the school environment, particularly in respect of attendance, behaviours and increased additional learning needs. This has required increased staff and specialist resources to tackle the issues presenting and increased overall costs of provision. Higher than budgeted pay awards have also impacted upon budgets. Finance teams will continue to support schools to closely monitor and manage expenditure through to the financial year-end in order to mitigate the impact on closing balances.
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Ref & Status	3	Risk	Potential Risk that: The authority is unable to maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability			
Risk Owner and cabinet Member responsible	Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All	

Reason why Identified

Underlying the Capital Strategy is the recognition that the financial resources available to meet council priorities are constrained by the level of one-off reserves and capital receipts that the Council holds and the level of capital grant funding from Welsh Government and other funding bodies, and the extent to which the Council is able to entertain further prudential borrowing. The core capital programme has been impacted in recent years in order to enable the Band A new schools programme to be funded, which has now successfully concluded. Subsequent to a Council decision having been secured the 3-19 school in Abergavenny has progressed into contract and is in its construction phase, supported under the Welsh Government Band B programme.

There remain a considerable number of pressures that sit outside any potential to fund them within the Capital MTFP, and this has significant risk associated with it. These include property and highways infrastructure, DDA work, and public rights of way. In addition to this, there are various schemes/proposals (e.g. Monlife, tranche C Future schools, climate emergency response, any enhanced DFG spending etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP. In the event of emergency pressures, resources will have to be diverted. Projects, such as the Cardiff Capital Region City Deal, also require significant capital investment to realise the outcomes.

The timing of capital receipts always remains uncertain due to market conditions. Future investment in capital schemes is in part dependent on future success of achieving capital receipts and there are risks attached to some receipts materialising. There is a risk associated with relying on the use of capital receipts in the same year that they come into the council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required. Significant further capital receipts are now not forecast and until such time as the outcome of the Replacement Local Development Plan is known and for which the Council has put forward a number of strategic sites in its ownership.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP.	Deputy CEX/Chief Officer, Resources	Ongoing	<p>The MTFP model was reviewed and updated as part of the budget process for 2023/24 to reflect the impact of the current economic situation, the revised demands and assumptions that this brings, together with aligning with the policy objectives of the new Cabinet.</p> <p>The value of Capital receipts forecast after 2022/23 drops off quite considerably which is reflective of the replacement local development plan (RDLP) not proceeding as quickly as envisaged in the original delivery agreement. This will have a substantial impact on the balance of receipts available to fund future capital investment demands. It is therefore important that reliance on capital receipts used to support capitalisation direction (to fund one-off revenue costs eligible to be met from capital resources) is seen as a short-term measure only.</p> <p>The Council has strengthened its scrutiny and challenge of the Capital Programme through the established Capital and asset management working group (CAMWG). The process in place looks to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term. The Capital Programme will be reviewed and reconsidered during the budgetary process to ensure that the revenue implications of capital expenditure are accurately reflected in the revenue MTFP and that the capital expenditure plans of the Council remain affordable, prudent and sustainable.</p>
Continue to monitor the Capital budget	Deputy CEX/Chief Officer, Resources	Ongoing	The 2022/23 capital expenditure outturns showed a net underspend of £94,000 against budget, primarily due to overspends of £621k in enabling service transformation and £180k in the refurbishment of borough theatre

			<p>being offset by underspends in various schemes which were instead funded by grants or the release of budgets.</p> <p>102 capital schemes have required slippage into 2023/24 totalling £33,098,000, representing 42% of the total budget for the year. Whilst delays in progressing capital schemes can be expected due to varying external influencing factors, the large number of schemes requiring slippage, along with the explanations given by budget holders, point to more underlying issues such as unrealistic profiling of budgets and a lack of resourcing to manage the volume of schemes being planned.</p> <p>£3.415m more capital receipts are forecast to be available over the medium term than forecast at Month 9, following under spends within the capital programme; additional grant being secured for existing schemes, or; where capital receipts forecast over the medium term have increased. Whilst positive, there remains a need for caution over committing any further receipts to either capital investment or increasing the level of capitalisation direction given the level of unbanked receipts contained within the forward projections.</p>
Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Commercial and Integrated Landlord Services & Head of Placemaking, Housing, Highways and Flood	Ongoing	<p>A regular programme of property condition surveys is underway, supported by routine compliance checks for all assets. This information as well as technical input from MCC's Landlord Services team, will continue to be used to inform prioritisation of planned capital maintenance spend. A programme of Health and safety surveys is currently being commissioned. Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.</p> <p>A review of the pressures and associated risks is being undertaken to inform the capital budget process. A previous review in 20/21 had concluded that further feasibility studies and technical assessments needed to be undertaken on specific infrastructure assets, funded from existing highways infrastructure capital budgets. The results of these studies and assessments will inform the capital MTFP and pressures that will need to be accommodated and funded therein in future financial years The Capital Working Groups and Asset Management Working Groups will contribute to decisions on the capital spend and MTFP.</p>
Deliver the Asset Management Plan to manage the Council's land and property portfolio	Head of Commercial and Integrated Landlord Services	Timescales as per plan	The Asset Management Strategy has been adopted, introducing clearer alignment to the Community & Corporate Plan and establishing key principles which will inform strategic decision making for the council's land and property portfolio. The Asset Management Strategy is delivered via the associated Asset Management Plan, which is subject to regular monitoring and progress reporting.
Help sustain Council Services and enhance the asset base by investing in commercial property assets in order to increase the net rental income stream for the Council in line with the Asset Management Strategy	Head of Commercial and Integrated Landlord Services	Ongoing – see Asset Management strategy	<p>The Asset Management Strategy commits to maximising and commercialising assets wherever possible, including achieving income generation or revenue enhancement where opportunities are identified to do so. The core principle is achieved with acknowledgement of the council's policy objectives and ambition to achieve both financial and social returns.</p> <p>The performance of the council's commercial and investment portfolios are reported to Performance & Overview committee on six monthly cycles. The updates provided include an acknowledgement of the performance of the assets, their capital value and risk, market information and transaction updates. Officers provided recommendations and updates in accordance with the revised financial performance terms, as outlined in the Asset Management Strategy.</p>

Ref & Status 4	Risk	Potential Risk that: Increases in the number of people exiting the labour market, a UK skills shortage and wage inflation will impact recruitment, retainment and workforce planning and affect the delivery of Council services			
Risk Owner and cabinet Member responsible	Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Ben Callard (Cabinet Member for Resources)	Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All

Reason why Identified

There is a global skills shortage, and the impact is being felt in several sectors that Monmouthshire County Council is either a part of or competes with for talent. Some services have identified challenges with recruitment; Social Care, Operations and Facilities are all facing difficulties, which is affecting service provision.

There is a continuing risk that staff well-being could be impacted by a range of factors from work related pressures such as staff in some areas are facing considerably increased workloads to meet increasing demand, to personal home-based factors such as financial strains due to the rising cost of living.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Possible	Major	Medium	8
2025/26	Almost certain	Major	High	16	2025/26	Possible	Major	Medium	8
2026/27	Almost certain	Major	High	16	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Recruit and retain staff more effectively	Chief Officer People, Performance & Partnerships	Ongoing	<p>Recruitment issues are being reflected nationally within some sectors, and the council is not exempt from this. Positions within Social Care, Operations and Facilities, for example, are seeing a dramatic reduction in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities. However, HR and managers within the council are working together to try to reduce the recruitment problem and determine ways of lessening its impact on services.</p> <p>The People team have put arrangements in place to strengthen recruitment procedures, such as adapting the recruitment process, whilst still maintaining safeguarding and safety requirements, promotion of opportunities and recruitment of graduates, apprentices and work experience. This has led to successful recruitment campaigns in some service areas. The Communications Team are promoting positions in a variety of ways to reach a broader audience, using drives such as 'Job of the Week'. The Leaders Q&A sessions are encouraging discussion between service areas to promote networking and sharing ideas.</p> <p>Recruitment arrangements need development to meet remaining challenges. An e-recruitment system is being implemented to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility.</p> <p>HR staff sit on various local government groups and are collaborating with partner organisations to identify commonalities and information sharing. This is being fed into Welsh Government to inform their decision-making and to influence their response to the issue.</p>
Develop the support mechanisms to support staff wellbeing	Head of HR	Ongoing	<p>The Digital 'Cwtch' continues, although less frequently, along with a People Leaders Q&A session. The people services team has developed a People Leaders Support Site which enables 'live' discussion/news feed, enabling direct support and a shared learning platform for managers and head-teachers.</p> <p>Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors. Learning from, and building on, arrangements from the pandemic, staff well-being needs continual support. The use of networks and communication digitally, surveys and feedback loops to senior managers, has extended the reach of contact with the workforce. This has also created the conditions for a wider system of self-supportive networks sharing practice, ideas and support.</p>
Embed workforce planning into team management processes to ensure the right skills, expertise and knowledge are available for future changes	Chief Officer People, Performance & Partnerships	Ongoing	<p>The ability of the organisation to plan the workforce it needs to meet current and future demands, and to implement this, requires development, especially given recruitment and national skill challenges. A team with a specific focus on workforce planning and development in the Council has been established, incorporating recruitment, retention, Apprenticeship, Graduate and Internship and training. We have introduced the Apprentice Graduate and Intern Strategy (AGI) to support and increase the number of opportunities across the council. Work continues on this as an integral part of strategic workforce planning. The team is working with service areas to strengthen workforce planning arrangements. A revised people strategy is being developed to align to the community and corporate plan and take account of latest evidence. This will also consider the findings from the Audit Wales Springing forward review on workforce. This revised strategy is due to be presented to Cabinet in June.</p>

			The development and retention of existing staff is an essential component of workforce planning. A learning management system was procured in the Summer of 2022 and is being implemented in a phased roll-out which commenced in April 2023.
Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it	HR Manager	Ongoing	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. Arrangements are being developed to ensure there is meaningful staff/line manager engagement and communication by right. Colleagues need to be given the 'right' to seek meaningful 1-1s on a regular basis, and there needs to be a focus on improving the skills of line managers to enable a variety of different approaches to the process so that performance development is realistically achieved. There is also a need to ensure feedback loops are in place to evaluate whether this is happening effectively, and to determine if they are informed by other enabling arrangements such as Service Business Plans, and staff training and development needs.

Ref & Status	5	Risk	Potential Risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services						
Risk Owner and cabinet Member responsible	Sian Hayward (Head of Information, Technology & Security) and Cllr Ben Callard (Cabinet Member for Resources)		Scrutiny Committee	Performance and Overview Scrutiny Committee	Strategic objective	All			
Reason why identified									
There have been a number of high-profile cases across both public and private organisations where cyber-attacks and data breaches have compromised service delivery and financial loss. These attacks occur due to insecure infrastructure or staff who are not cyber literate and may inadvertently introduce attacks through their personal actions. Cyber security can also be compromised through a lack of structured governance arrangements, risk assessments and planning. Digital working has increased in recent years bringing an increase in the potential for loss of data through cyber incidents.									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Ensure robust arrangements are in place to safeguard the organisation's data and systems from cyber-attack		Cyber security service	Ongoing	<p>The Council recognises that total elimination of cyber-attack is not possible, but we will ensure robust arrangements are in place to safeguard data and systems from cyber-attack via: Physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning.</p> <p>Significant investments in ICT infrastructure and software have been undertaken, which will mitigate against the likelihood of a cyber-attack.</p> <p>An operational risk register, which is exempt from publication under the Data Protection Act, is maintained by the Information Security Team, the SRS Security Team and MCC.</p> <p>A cyber security report was taken to Governance and Audit Committee in February 2024 to provide assurance to the committee that the arrangements in place are robust.</p>					

Risks to service delivery

Ref & Status	6	Risk	Potential Risk that: Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements
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Risk Owner and cabinet Member responsible	Will Mclean (Chief Officer Children & Young people), Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Connected Place Where People Care
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Reason why Identified

The Council and its partners must maintain a consistent focus on safeguarding vulnerable people in order to both prevent and reduce the likelihood of harm, and to respond effectively to reduce risks if harm occurs.

The consequences of the pandemic and the current economic and social pressures on families generates pressure within the social care and health system with more complex presentations and increased vulnerability within communities. This demand pressure, alongside ongoing social care workforce recruitment and retention challenges, impacts on the council’s ability to protect children and adults who are at risk.

Care Inspectorate Wales (CIW) conducted an assurance check in February 2021 and reported broadly positive findings under the four principles of the Social Services and Well-being (Wales) Act 2014: People – Voice and Control, Prevention, Well-being, Partnerships and Integration. A further CIW Performance Evaluation Inspection of Adults social services was undertaken in July 2022, which includes performance of Adults Safeguarding. This found that *“The local authority responds to immediate safeguarding concerns. Through reading social care records, we saw evidence of professionals in the safeguarding team working effectively with colleagues from the local health board and the police, as well as wider local authority teams, to protect adults at risk”*. Areas for improvement included further work to embed the threshold for safeguarding concerns and to ensure that statutory timescales for undertaken enquiries are met.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Possible	Major	Medium	8	2024/25	Possible	Major	Medium	8
2025/26	Possible	Major	Medium	8	2025/26	Possible	Major	Medium	8
2026/27	Possible	Major	Medium	8	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Continually monitor and evaluate safeguarding processes and practice and ensure good accountability for safeguarding. Ensure that where actions are identified from self-evaluation processes that these are implemented.	Safeguarding & quality assurance service manager	Ongoing	<p>Progress against the council’s safeguarding priorities is evaluated annually and the priorities reflect the cornerstones for keeping people safe in Monmouthshire, as set out in the Corporate Safeguarding Policy.</p> <p>The most recent Annual Safeguarding Evaluation Report was presented to Council in December 2023. The report evaluates the progress of the Council’s key safeguarding priorities during 2022/23, highlighting progress, identifying risks and setting out actions and priorities for 2023/24. This evaluation report forms an integral part of the improvement of safeguarding practice across the Council and drives the work of the Whole Authority Safeguarding Group.</p> <p>A safeguarding ‘self-assessment’ is undertaken on a two-year rolling programme, on a directorate basis via the Safeguarding Assessment Framework for Evaluation (SAFE). The key development has seen directorates sharing the outcomes of their SAFEs through a work-shop approach, using real case studies from their service areas to demonstrate safeguarding in action.</p>
Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).	Chief Officer, Social Care, Health & Safeguarding	Ongoing	The Whole Authority Safeguarding Group (WASG) meets bi-monthly, chaired by the Statutory Director (Chief Officer). Every directorate has a representative on the group, and minutes are retained for each meeting. The WASG continues to provide leadership, direction, oversight, support and challenge to strengthen safeguarding activity in the Council.
Ensure that robust systems are in place within the authority to respond to any concerns regarding child protection and protection of adults at risk.	Chief Officer, Social Care, Health & Safeguarding	Ongoing	<p>The continued upward trend in demand within both children’s and adult’s services puts services under immense pressure. Children’s services remain committed to promoting good practice around child protection and safeguarding through an on-going programme of service and practice development. There is a joint safeguarding hub in place to manage children and adults safeguarding referrals which assures a high level of multi-agency engagement and timely decision making. Children’s services promotes good practice in child protection and safeguarding through strengths based practice and risk assessments, and staff members receive appropriate training and support to carry out their duties. Family support services across all tiers of need and vulnerability are in place.</p> <p>Adult safeguarding referrals remain in an upward trend, although have recently stabilised. CIW carried out an assurance check in February 2021, and the report specifically identified positive working practices within the safeguarding arena. They did, however, identify some areas for improvement, specifically in relation to the number of adult safeguarding enquiries completed within seven days, and improved management oversight in the adult safeguarding records viewed. The CIW Performance Evaluation undertaken in July 2022 found that</p>

			<p>there has been an increase in the proportion of adults safeguarding enquiries completed in seven days during 2021/22, but that further improvement in timeliness is needed.</p> <p>The outcomes from the inspection report related to Adult safeguarding arrangements will be addressed and monitored via an action plan. CIW will monitor progress through its ongoing performance review activity with the local authority.</p> <p>Safeguarding reports for children and adults are produced on a 6-monthly basis. This has shown room for improvement in meeting our timescales within the statutory framework. The number of children on the child protection register fluctuates, and at Q3 2023/24 was 102. The number of Looked After Children has risen substantially in recent years but has recently stabilised, although it remains higher than the average rate of children who are looked after across Wales last year. As a result, significant demand on Children’s Services remains.</p>
<p>As a statutory partner of the regional safeguarding boards, continue to work with other statutory partners to ensure that there are effective multi-agency safeguarding arrangements and that they are working well.</p> <p>Share learning and development in safeguarding.</p> <p>Implement the recommendations and learning from any Domestic Homicide review, adult practice review or child practice review that is undertaken under the safeguarding board.</p>	Chief Officer, Social Care, Health & Safeguarding	Ongoing	<p>There continues to be full representation at all levels of the work of the regional safeguarding board. There is strong engagement in regional approaches to addressing the risks of sexual and criminal exploitation of children; Modern Day Slavery; Violence Against Women Domestic Abuse; Sexual Violence (VAWDASV); and Contest (PREVENT anti radicalisation).</p> <p>The Monmouthshire Exploitation Group (MEG) has been implemented, with representation from the Safeguarding Unit, Public Protection, Partnerships, Police, Gwent Missing Children’s Team, Education and community-based teams. This group has overseen the development of a Monmouthshire Protocol for responding to Modern Day Slavery and Exploitation.</p> <p>The Council’s safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.</p>

Ref & Status	7	Risk	Potential: Risk of harm if we are unable to meet the care and support needs of some vulnerable children due to an increase in demand and complexity of cases						
Risk Owner and cabinet Member responsible	Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Connected Place Where People Care				
Reason why Identified									
<p>The council is supporting 204 children who are looked after (March 2024). The number has stabilised in recent years, although it remains higher than the average of children who are looked after across Wales. The number of unaccompanied asylum-seeking children (UASC) being looked after by the local authority is increasing and is currently 16.</p> <p>The 2022/23 budget for Children’s services was £17.8m. Despite receiving an additional £1m in grant funding to support the development of services to support the eliminate agenda, there was an overspend at outturn of £4.147m. This was mainly as a result of increased demand very high-cost placements for children who are looked after. The workforce position within children’s services also remains challenging, with increasing reliance on employing agency workers which has a significant impact on the budget.</p> <p>There is an insufficiency of placements for children who are looked after at a local, regional and national level, particularly those with complex needs or disabilities. Because of this, there is a risk that we may need to place children in unregistered provision in emergency situations. This is likely to be exacerbated by the Welsh Government’s policy commitment to eliminate profit from the care of looked after children which could lead to instability within the market. This creates an on-going risk for the council that is difficult to fully mitigate at present.</p>									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12
Mitigating Actions									
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress						
Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.	Head of Children’s Services	Ongoing	Where Monmouthshire children are not able to remain with their families, providing in-house fostering services is always our first choice. However, there is an insufficiency of in-house carers in Monmouthshire, particularly						

			<p>carers who are able to provide more specialist care or look after sibling groups; in 22/23, there was 1 generic foster carer approved at panel, and in 23/24, 7 generic foster carers were approved. This creates an over-reliance on private and independent providers where the right placement for a child cannot be assured.</p> <p>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. The team is focused on ensuring that prospective foster carers are responded to and supported from the point of enquiry, through the rigorous assessment process and onto approval and first placement. To encourage our fosters carers to continue in their valuable roles, we are working at a local and regional level to ensure that our on-going offer to foster carers – both financial and practical – is as good as it can be.</p>
The service continues to strengthen its preventative offer to support children living safely at home, with their families and communities, and continues to review and monitor the Children Looked after population in line with Welsh Government expectations around reduction	Head of Children's services	Ongoing	<p>The council is supporting 204 children who are looked after (March 2024). The number has risen substantially in recent years but has recently stabilised, although it remains higher than the average of children who are looked after across Wales.</p> <p>There is a coherent approach to early help and prevention to support families. This allows families to receive support at the right level of intensity to enable parents to provide their children with the safety, nurture and care then need. Services are in place to support the rehabilitation of children following periods of being looked after e.g. Building Stronger Families; to provide medium-term holistic support to families making sustainable change e.g. Achieving Change Together Team; and to provide a therapeutic response to parents and carers in supporting children with trauma presentations e.g. MyST.</p> <p>Over the next year, family support will be further strengthened to provide intensive community supervision and support to children. The focus remains on practice development and the importance of relationships - how we work with families to support their strengths, manage risks and achieve good outcomes, reducing the need for children to be looked. An additional focus over next period will be to increase resilience within Child Protection services as we continue to work with increased levels of risk and vulnerability within the community.</p>
Develop and expand the Children's Services Commissioning Strategy in response to the intention to eliminate profit from children's social care	Head of Children's services	Five years	<p>We have a commissioning strategy in place to help us understand our placement requirements moving forward. This is aligned with Welsh Government's ambition to eliminate profit from children's care. Two children's homes have been commissioned this year through partnership models, one of which was a specialised provision for children with very complex needs. Further opportunities to develop residential and supported accommodation placements are in place.</p> <p>Work is underway to develop further residential placement opportunities for children who are looked after. The commissioning strategy includes increasing the numbers of in-house carers and the expansion of residential and supported accommodation options within the county. A Placement Development Strategy was presented to Council in April, setting out the strategy for the expansion and development of in-county residential and supported accommodation placements for children who are looked after. There are huge challenges with this work particularly around workforce, resources and the time it takes to develop provision. Whilst we continue to take steps to prevent children coming into care and reduce the numbers of children in care, the demand for appropriate placements remains high in a low supply environment.</p>

Ref & Status	8	Risk	Potential: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to an increase in demand and complexity of cases			
Risk Owner and cabinet Member responsible	Jane Rodgers (Chief Officer Social Care, Safeguarding & Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Connected Place Where People Care	
Reason why Identified						
Referrals to Adult's Services have increased over recent years, and services are facing unprecedented pressure as a result. There are waiting lists in place for social care assessments and some people are having to wait for services to meet their assessed needs, particularly care at home/domiciliary care. Monmouthshire has specific challenges in providing sufficient home care due to rurality and demographics. Demand following the pandemic and the increase in acute respiratory illnesses, together with the aging demographic has increased the complexity of presenting need, and services are under immense pressure as a result, which is causing delays in service provision.						
The fragility of the social care sector and the availability of care staff remains a key risk. Difficulties in recruiting and retaining staff in care posts has exacerbated the pressure, and this is being impacted by, and impacting upon, hospital discharge protocols. The current financial context for both health and social care places restrictions on the ways in which services can respond to need.						

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Major	High	16	2024/25	Likely	Major	High	12
2025/26	Almost certain	Major	High	16	2025/26	Likely	Major	High	12
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12
Mitigating Actions									
Mitigating Action			Responsibility Holder	Timescale	Mitigation action progress				
Work with Welsh Government to recruit and retain care staff			Chief Officer, Social Care & Health	Ongoing	<p>Recruitment and retention of care staff has been a considerable concern for some time. In terms of ensuring that we have the sufficient workforce, particularly in key posts around direct care, mental health, team leader posts and occupational therapy, this is an on-going endeavour. The perceptions of working in social care tend to be negative; however, we are trying to counteract these negative perceptions and demonstrate the opportunities, career progression, work life balance and job satisfaction that people experience who work within the sector. Attraction and recruitment of people into the social care sector continues to be a challenge.</p> <p>We were successful in securing a grant from social Care Wales to film a video to challenge these perceptions and support the recruitment of people into the sector which resulted in an increase in applications. We have developed a recruitment and retention strategy for our social care workforce, with a particular focus on addressing areas where there is high demand. At February 2024 the number of vacancies across the social care sector was 34; this has decreased from 56 in February 2023.</p>				
Work to address the difficulties in the health and social care system through the Regional Partnership Board and its sub-groups.			Chief Officer, Social Care & Health Head of Adult Services	Ongoing	<p>There are on-going regional partnership meetings to identify and address difficulties across health and social care. These include Gwent Adult Service Partnership, and at a local level the Integrated Services Partnership Board. At a local and regional level, grant money received via the Regional Partnership Board is used to best effect to meet population needs and respond to demand pressure in areas such as hospital discharge and winter planning.</p>				
Monitor requests for Domiciliary Care to ensure demand is being met and delays are minimised			Chief Officer, Social Care & Health	Ongoing	<p>On-going pressure across the social care and health system, together with workforce shortages in some areas, has meant that we continue to face a number of challenges in being able to respond to people's care and support needs as timely as we would want. All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Access to care and support is not always timely; the number of hours of unmet care needs was 804 hours at March 2023; this has subsequently been reduced to 306 hours at March 2024.</p> <p>We are undertaking case reviews and applying the principles of the Social Services and Well-being Act to ensure a strengths-based approach looking at individual, family and community based support where appropriate. We are working to ensure that for both in-house and providers services, home care runs are coordinated as efficiently as possible.</p>				
Implement a 'place-based' approach to create sustainability in care at home services			Chief Officer, Social Care & Health	Ongoing	<p>The Council remains committed to developing a more sustainable care at home sector for the future. A place-based approach is being progressed that encompasses all aspects of the community, including third sector, housing, education, residential settings and the community itself. This also needs to allow those wishing to live independently the opportunity to shape their own support to meet their own goals and desires.</p> <p>A micro-carer pilot was launched in April 2022. A micro carer is a self-employed care worker that provides flexible, personalised support and care to citizens who live in their local area. The micro-carer project supports the self-employed carers to develop their businesses as well as providing the opportunity for greater oversight and governance of self-employed care workers operating within Monmouthshire. In the first year 9 micro carers have been entered on to the micro care directory and are now delivering care and support. There are currently 21 people being supported by micro-carers in their local community, delivering 161 hours of care and support in total each week.</p>				
Ensure the long-term sustainability of social care providers			Chief Officer, Social Care & Health & Head of Public Protection	Ongoing	<p>It is vital that social care providers are able to provide care and support after the period of the pandemic and as such the council has a role in ensuring their financial sustainability through fair fee negotiations and supporting with recruitment and training. We build positive relationships with our local providers and intervene and provide support where difficulties emerge. We have effective contract monitoring in place, based on partnership approaches.</p>				

Ref & Status	9	Risk	Potential Risk that: High absence rates, particularly among vulnerable pupils, including those eligible for free school meals, and the increase in episodes of behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic will result in a worsening of educational attainment						
Risk Owner and cabinet Member responsible	Will Mclean (Chief Officer Children & Young People) and Cllr Martyn Groucutt (Cabinet member for Education)		Scrutiny Committee	People Scrutiny Committee		Strategic objective	A Learning Place		
Reason why Identified									
<p>The pandemic caused widespread disruption to learning, with a significant effect on both teachers and learners. Vulnerable learners have been particularly affected, with the gap in attainment between vulnerable pupils, including those eligible for free school meals, and those without vulnerabilities widening. longer-term effects of the pandemic on pupil well-being and attendance have emerged. There is a risk that our schooling system struggles to adjust to the new patterns of need amongst our children and young people in the post-pandemic period.</p> <p>Meeting the needs of vulnerable learners remains a priority and the gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. There is variation in FSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.</p> <p>The new curriculum was rolled out from 2022. The disruption resulting from the covid-19 pandemic may impact on the ability of some schools to fully and effectively implement the curriculum and this will need to be monitored throughout the remainder of the academic year. Given the external pressures of the new curriculum and the wider aspects of the reform agenda, such as the introduction of the ALN Act, some schools may not return to levels of teaching and learning that were seen prior to the pandemic as quickly as necessary. This also recognises that there will be significant pressures on schools to support accelerated learning and wellbeing provision.</p> <p>There is an increasing demand for support for children with additional learning needs. There are also challenges in meeting the demand for Welsh Medium education provision in the future.</p> <p>Estyn’s report into Local Government Education Services in Monmouthshire County Council was published in April 2020. The report concluded that the authority’s education service does not give cause for significant concern. There are four recommendations for development:</p> <ul style="list-style-type: none"> • Improve outcomes for pupils eligible for free school meals; • Further strengthen the focus on increasing the number of pupils achieving excellent standards; • Articulate a clear strategy for SEN provision; • Strengthen the use of information gathered through self-evaluation to better inform improvement planning 									
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12
Mitigating Actions									
Mitigating Action		Responsibility Holder		Timescale	Mitigation action progress				
Work with Education Welfare Services to ensure that pupils attend school regularly and are able to access excellent teaching and learning.		Head of Achievement and Attainment		Ongoing	Attendance is still a legacy of the pandemic and an issue in schools but particularly in secondary schools. Education Welfare Officers are working with vulnerable pupils to bring them back into the educational setting, where possible. There are varying reasons for pupil absence, so a different approach is being adopted for different cohorts, and the Education team are working with multiple agencies to ensure these children and young people return to school. The teams are focused on the appropriate interventions for learners but there has also been work undertaken to provide additional depth and breadth to our understanding of the full range of reason for absence such as those reasons that are emotionally based.				
Support learners’ wellbeing through excellent teaching and learning and through wider school-based activity		Head of Achievement and Attainment Head of Inclusion		Ongoing	It is vital that all Monmouthshire settings understand that the principal means of supporting wellbeing in school is through excellent and engaging teaching and learning for all learners. There will be times and areas where this has to be supported and developed by other interventions. The Whole School Approach to Emotional and Mental Wellbeing is a structured approach for schools which helps them to understand how they are best placed to promote wellbeing. This has a hugely significant effect on children’s attendance and achievement in school. The phased engagement of our schools has been positive: currently 43% of schools are working with the team.				
Ensure the agreed arrangements with the Education Achievement Service (EAS) continue to challenge and support schools		EAS & Chief Officer, Children and Young People		Ongoing	Working with the local authority, EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued particular focus on vulnerable learners. All schools will continue to be provided with a bespoke support package that compliments the priorities identified within their own School Development Plans				

			<p>(SDPs) in line with the levels of support they require. There is a degree of flexibility within the deployment model to allow for in-year changes in circumstances and to allow for changes in light of the pandemic.</p> <p>Schools have prioritised the wellbeing of all pupils as a pre-requisite for effective learning. This includes the development of a flexible approach to curriculum delivery, suitable for use in a range of contexts, and additional support to close the gap, to recover and to raise standards for priority groups.</p>
Develop and implement plans to address the recommendations in Estyn's report into Local Government Education Services	EAS & MCC	Ongoing	<p>Monmouthshire County Council underwent an Estyn inspection in February 2020. The themes from the inspection included pursuing excellence, creating an holistic vision and strategy for learners with additional learning needs, securing better outcomes for our learners eligible for free school meals (FSM) and improving the way we use data in our evaluations. Draft ALN and FSM strategies have been developed in response to the impact of COVID-19. We also continue to develop leadership across our schools and create better learning environments for all our learners.</p> <p>The action plan to address the recommendations from the Estyn inspection is being implemented. Recent Estyn reports indicate that learners eligible for free school meals are making good progress in their learning. The restructure and creation of a broader Inclusion Team has meant that the articulation of an ALN strategy will now form part of a broader umbrella suite of interconnected strategies and related toolkits/resources/policies. Evaluation sits at the heart of understanding how well our service works and the impact that we are having on our learners' progress and the effectiveness of the services we run. The Community and Corporate Plan now provides a clear framework for action and evaluation of services to ensure that we are working most effectively in the areas of need. It is harder to form an overall view against our Estyn recommendations due to their areas of focus: progression of FSM learners and excellent standards requiring more extensive access to schools to understand and evidence their progress.</p>
Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs	Head of Achievement and Attainment	Ongoing	<p>The new ALN Strategy identifies four distinct and ambitious work streams, all of which aim to build sustainable and resilient provision and are now embedded in the business plans of the ALN and Educational Psychology Services. The Emotionally Based School Avoidance (EBSA) cross-directorate initiative has been developed as part a whole school, whole authority approach to promoting attendance and well-being in Monmouthshire schools. The Education Psychology Service's training platform has continued to be developed, which provides information on support for well-being, as well as other key issues.</p> <p>The ALN team have been a key part of the regional preparations and developments for the new ALN and Tribunal Act legislation, which was implemented in September 2021. In preparation for the implementation of the Act, all Monmouthshire ALN Coordinators have been provided with an extensive range of training through the regional ALN transformation initiative, and Headteachers have been kept up to date with developments associated with ALN implementation through head teacher meetings and targeted communications.</p> <p>Our model of specialist provision places specialist resource bases (SRBs) at the heart of identified mainstream schools. There is a need to ensure the quality of ALN provision in SRBs is consistent across the county. We are prioritising the development of a framework for the management of SRB provisions which ensures a consistent, equitable approach across all settings. There remains increased demand for specialist provision places. We are developing our forecasting of complex ALN needs to help inform provision required to meet need.</p>
Continue to monitor the implementation of the new school curriculum	EAS & Chief Officer, Children and Young People	Ongoing	<p>The new curriculum was implemented in September 2022, which was a significant challenge. The position of schools in implementing the new curriculum was varied; some were in a strong position as they had undertaken significant work prior to the pandemic; others less so and will require additional support and time to bring them up to speed. For those schools that have been unable to move forward at pace, there is bespoke support available, and a framework around them to continue the move forward at their own pace. Schools will have support from their school improvement partner or their school-to-school link. School development planning guidance has been provided to help with strategic planning over the next year, and there is a national professional learning programme for senior leaders, headteachers and middle leaders. Professional learning support is also available for Teaching Assistants. Estyn inspections of nine primary and two secondary schools indicate that most schools have a clear vision for the curriculum.</p> <p>The Council and EAS continue to work with schools in ensuring that they are successfully implementing the new curriculum and meeting the needs of students. The authority has commissioned from the EAS a county wide review of teaching of learning in all schools. Around 50% has been completed but progress has slowed due to</p>

			industrial action. EAS and the council continue to monitor the progress schools are making towards the implementation of the curriculum and identify those who may need additional support.
Deliver the Welsh Education Strategic Plan (WESP) in collaboration with neighbouring authorities	Head of Achievement and Attainment	Timescales as per WESP	<p>The agreed WESP is a long-term planning tool, which sets our direction for the next 10 years. It is an ambitious plan and interfaces clearly and closely with the local authority five-year Welsh language strategy, which is currently being reviewed. Despite the short timescale, progress has been made in many areas. This includes the expansion of provision of Welsh medium education. The refurbishment of Ysgol Gymraeg Y Ffin to increase the capacity of the school to 210 places from Reception to year 6 is complete.</p> <p>We have secured additional Welsh Government funding for three years to continue the Immersion class in Y Ffin and extend this provision in other areas of the county. We are consulting on a seedling school in Monmouth town, with the plan for it and Cylch Meithrin opening in Monmouth town in September 2024. The proposal to increase the capacity of Ysgol Gymraeg y Fenni is currently out for consultation ahead of Cabinet decision in April.</p>
Continue to improve the quality of self-evaluation in the Children and Young People (CYP) directorate.	Chief Officer Children & Young People	Ongoing	<p>The Chief Officer's report provides an assessment of performance in the Children & Young People directorate. It captures the emergence from the pandemic and the challenges that remain for the local authority. It also assesses performance in line with the emergent Corporate Priorities of the newly elected administration.</p> <p>An evaluation of the progress of CYP in meeting the wellbeing objectives of the Council formed part of the Self-assessment Report which was presented to Council in October 2023.</p>

Risks to policy priorities

Page 22	Ref & Status	10	Risk	Potential Risk that:			
				<ul style="list-style-type: none"> a) The council is unable to proceed with the Deposit Replacement Local Development Plan due to a failure to identify and agree suitable Gypsy, Roma and Traveller sites b) The council does not support the Deposit Replacement Local Development Plan c) Delays to the adoption of a Replacement Local Development Plan (RLDP) inhibits our ability to take forward key policy objectives such as job creation and affordable housing development d) High phosphate levels in the rivers Usk and Wye limit development opportunities within a significant proportion of the county 			
	Risk Owner and cabinet Member responsible	Craig O'Connor (Head of Placemaking) and Cllr Paul Griffiths (Cabinet member for Planning and Economic Development)		Scrutiny Committee	Place Scrutiny Committee	Strategic objective	A Safe Place to Live A Thriving and Ambitious Place
Reason why Identified							
<p>The current Local Development Plan ran until 31st December 2021; it will remain the principal development plan for decision-making purposes until the adoption of the Replacement Local Development Plan (RLDP). This does not change the urgent need for the council to make timely progress on its RLDP and to adopt it as soon as realistically possible to address key issues and challenges, including rebalancing our demography and responding to the climate emergency, and to meet the future needs of the county.</p> <p>Factors contributing to the delays include:</p> <ul style="list-style-type: none"> • The Covid-19 pandemic delayed progress of the Replacement Local Development Plan (RLDP) by interrupting programmed public engagement. • Updated evidence, for example the Welsh Government published the corrected 2018-based population and household projections in August 2020. This new data resulted in the need to revisit the Growth and Spatial Options and Preferred Strategy stages of the RLDP process in 2021. • Welsh Government challenged the level of development in the June 2021 Preferred Strategy on the basis that it is not consistent with Future Wales: the National Plan 2040, which identifies that new housing development, essential services and facilities, advanced manufacturing, transport and digital infrastructure should be in Newport, Cardiff and the Valleys. A revised preferred strategy was therefore required. • High levels of phosphates in the rivers Wye and Usk have resulted in Natural Resources Wales placing restrictions on development that can take place within the catchment area. • Local elections and the need to ensure the RLDP direction of travel aligns with the new Administration's priorities. • Delays to the council identifying and agreeing appropriate Gypsy, Roma and Traveller sites. • Multiple organisations and funding mechanisms beyond the Council's remit are involved in delivering infrastructure improvements. <p>The Council is now proceeding with a new Preferred Strategy that responds to the Welsh Government objection and unresolved water quality constraint in the upper River Wye catchment. A revised Delivery Agreement has therefore been prepared which sets out an amended timetable for Plan preparation. The revised timetable shows that the adoption of the RLDP is anticipated in Summer 2025. This unavoidable delay will impact on the Council's ability to address the identified issues and objectives until the RLDP is adopted and puts pressure on the deliverability of the housing and employment figures over the Plan period, with more reliance on delivery towards the end of the Plan.</p> <p>There are a range of issues and challenges the RLDP will need to address:</p>							

- The delivery of affordable housing continues to be a concern. There are a significant number of households on the Councils waiting list, and there are limited remaining opportunities within the current LDP to deliver affordable homes because most strategic sites have been delivered and the remaining few cannot currently proceed due to phosphates.
- There is a recognised lack of suitable employment land in the northern part of the County (Abergavenny and Monmouth in particular). Delays to the RLDP mean that new allocations to attract investors or retain growing businesses will not be available. There may be some scope for employment sites to come forward adjacent to settlement boundaries outside of the current LDP allocations but in parts of the county these are affected by phosphate restrictions.
- The RLDP will identify areas with potential for renewable energy. A delay to the RLDP will have limited impact in this regard because renewable energy schemes such as solar farms can come forward for consideration via the existing LDP and under national planning policy.
- There is a need to ensure the RLDP's growth ambition is matched by infrastructure delivery, much of which is delivered by other bodies. This alignment is required to ensure sustainable development to support future economic, social, environmental and cultural well-being.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Prepare a replacement Local Development Plan to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.	Head of Placemaking	Spring 2026	<p>The Preferred Strategy was subject to statutory public consultation and engagement for 8 weeks during July – August 2021. The Second Call for Candidate Sites commenced alongside the Preferred Strategy consultation. Approximately 450 responses were received to the Preferred Strategy consultation. Approximately 150 candidate sites proposed for development were submitted, together with 8 candidate sites for protection.</p> <p>Following the consultation/engagement on the Preferred Strategy, a number of challenges arose which have impacted on the progression of the RLDP and require further consideration, including the Welsh Government objection to the Preferred Strategy level of growth and phosphate water quality issues in the Rivers Wye and Usk.</p> <p>In response, an amended Preferred Strategy was endorsed by Council in December 2022 for consultation in December 2022 and January 2023. The amended Preferred Strategy has regard to the above challenges, whilst also ensuring that the RLDP delivers on the Council's objectives and addresses the core issues of delivering much needed affordable housing at pace and scale, responding to the climate and nature emergency by delivering zero carbon ready new homes for our communities, and ensuring our communities are socially and economically sustainable by attracting and retaining younger people to rebalance our ageing demographic. This strategy also provides the strategic direction for the development and use of land in Monmouthshire (excluding the area within the Brecon Beacons National Park) over the Plan period 2018 to 2033 and identifies how much sustainable growth is needed and where this growth will broadly be located.</p> <p>The consultation resulted in approximately 220 responses and 650 representations on the Candidate Sites register. Of significant note, the Welsh Government Planning Division's response was supportive. As a result of the consultation, a small number of changes were proposed; Council endorsed an updated Preferred Strategy on 26th October 2023. This amended strategy will form the basis for the Deposit Plan, due to be reported to Council in Autumn 2024 for endorsement for public consultation subject to the timing of the UK General Election.</p> <p>There is a risk that the council will be unable to proceed with the Deposit RLDP if appropriate Gypsy, Roma and Traveller sites are not identified. Three sites have been identified for consultation by Cabinet following assessments by officers of council owned land. These sites are now subject to six weeks of public consultation. Cabinet's decision on which Gypsy, Roma and Traveller sites will be included in the Deposit Plan and will be informed by the findings of this consultation.</p>
Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye	Head of Placemaking	Ongoing	Natural Resources Wales' (NRW) announcement of water quality (phosphate) issues in Riverine Special Areas of Conservation, including the River Wye and River Usk, has significant implications for the progression and implementation of the RLDP. The Council is proactively liaising/working with various organisations, including NRW, Welsh Water and Welsh Government, and local authorities and the development industry, to seek solutions/a way forward with this issue.

			<p>Over the last few years there has been significant work in this area and there is planned strategic phosphate mitigation work in the form of phosphate stripping being installed in Llanfoist (Abergavenny) and Monmouth WwTW to serve their settlements. This will enable appropriate development to be permitted within these settlement areas. There has also been a comprehensive review of the Environmental Permits of wastewater treatments across Monmouthshire and, where there is capacity, appropriate development proposals will be permitted. The candidate sites that will be proposed within the Deposit Plan will not have an adverse impact on water quality within the River Wye or Usk.</p> <p>In March 2022, a Motion for the Rivers and Ocean was declared, followed by a draft action plan in September which outlined the steps the Council will take to protect our rivers and ocean. The plan outlines exactly how the Council will work with partners and organisations to tackle the issues currently preventing development in both the river Wye and Usk catchments and how it will work proactively to seek solutions to river pollution. It has recently been restructured to ensure clarity on where we lead, where we are partners and where we lobby. The updated action plan will form part of the reworked Climate and Nature Emergency Strategy and action plan, which is due to be presented to Place Scrutiny Committee in April before being presented to Cabinet in May.</p> <p>One of the challenges in tackling this issue has been learning our role. The principle causes of the phosphate issues are largely out of the council's direct control and arise outside the county – around 66-70% of the problem is as a result of agriculture based upstream from Monmouthshire, where we have no legislative control. Given the council's limited control of the issue, we have focused on working with partner organisations such as Welsh Government, National Resources Wales and Dŵr Cymru to influence and collaborate on finding an effective solution.</p>
Ensure RLDP growth ambition is met by essential infrastructure	Head of Placemaking Head of Decarbonisation, Transport and Support Services Head of Enterprise and Community Animation	April 2024/ ongoing	<p>Close working is being undertaken on the infrastructure requirements and the delivery between the Local Planning Authority and colleagues in the Local Education Authority, Aneurin Bevan University Health Board, Highways Authority, Passenger Transport Unit, Active Travel Team, SUDs Approval Body and Green Infrastructure team. The Infrastructure Plan will be published alongside the Deposit Plan.</p> <p>A Local Transport Plan will be presented to Cabinet in April 2024.</p> <p>The Employment, Economy & Skills Strategy was approved by Cabinet in February 2024.</p>

Ref & Status	11	Risk	Potential Risk that: <ul style="list-style-type: none"> a) The council is unable to deliver its commitment to decarbonise its operations in sufficient time to achieve net zero by 2030 because our resources are not commensurate with the scale and complexity of the challenge b) The Council is unable to deliver services as a result of the increasing frequency of climate-related emergencies such as floods or extreme heatwaves that increase the demand for emergency responses and can cause damage to infrastructure and the closure of facilities 							
Risk Owner and cabinet Member responsible		Strategic Leadership Team & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	All				
Reason why Identified										
Tackling climate change and moving to a low carbon economy is one of the biggest challenges facing our society. Rising temperatures and more extreme weather events bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet's eco-systems, with significant local impacts such as flooding and loss of species. If we are to stand a chance of slowing the rise in the Earth's temperature, we need to act now. In 2019, councillors were unanimous in declaring a climate emergency. The council will strive to reduce its own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties. Current modelling predicts a continuously increasing Council budget deficit, with many pressures on the Council's budget. The council's medium-term financial planning 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.										
When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient the county is to the likely impacts of climate change. Extreme weather, such as flooding and the record high temperatures in Summer 2023, can impact significantly on infrastructure, homes and businesses, along with disruption to community life and public services, particularly critical public services people rely on such as care services.										
Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2024/25	Almost certain	Major	High	16	2024/25	Almost certain	Major	High	16	
2025/26	Almost certain	Major	High	16	2025/26	Almost certain	Major	High	16	
2026/27	Almost certain	Major	High	16	2026/27	Almost certain	Major	High	16	

Mitigating Actions			
Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Deliver the Monmouthshire County Council Climate Emergency Strategy	Head of Decarbonisation, Transport and Support Services	Timescales as per strategy	<p>The climate emergency action plan was updated in 2021, informed by extensive community engagement and the latest evidence, including the impact of the coronavirus pandemic, ensuring actions remain up to date. We have made good progress on some of the actions in the plan.</p> <p>We have developed baseline carbon emissions data for 2019/20, and reported emissions to Welsh Government in 2020/21, 2021/22 and 2022/23, but there is not yet enough detailed understanding about the extent to which some of the actions in the plan reduce emissions to understand the precise impact some of the work we are undertaking is having. This makes it difficult to ensure activity and resources are focused in the right areas. We are sourcing additional expertise and capacity to help develop trajectories and pathways to the 2030 net zero carbon target. This will enable us to establish where we should best be focusing our resources to generate the maximum carbon savings. A carbon footprint data baseline assessment will be completed. Costed trajectory plans are currently underway which will be completed by the end of the financial year.</p> <p>Work to reduce carbon emissions at a regional level continues through the work of the Gwent Public Service Board (PSB) who have identified climate and environment as one of their two key priorities. This work is strengthened through the development of a Gwent PSB Wellbeing Plan which was approved by Council in June 2023 before being approved by the Gwent PSB. In addition, there is also collaboration across the Cardiff Capital Region to reduce carbon emissions, including the development of Local Area Energy Plans.</p> <p>The Climate Emergency Strategy is being reworked into an overarching Climate and Nature Emergency Strategy to align with the new Community and Corporate Plan, and is due to be presented to Place Scrutiny Committee in April before being presented to Cabinet in May. This reworked strategy will be underpinned by 4 action plans to better reflect the breadth of work that is taking place: Internal decarbonisation, Biodiversity and Nature Recovery, Rivers and Oceans and Community climate change. A mechanism to evaluate delivery of these outcomes will be established, including performance metrics where relevant.</p>
Prepare and adapt for the impact of climate change.	Strategic Leadership Team	Ongoing	<p>In recent years, council services have considered what the potential risks to their services are, in order to start thinking about how to adapt to these risks. In 2021, some services updated these Climate Change Risk Assessments to allow service areas to better understand their necessary adaptation requirements. We are in discussion with Welsh Government to better understand their expectations around climate adaptation. We are also part of broader assessments of climate risk being carried out by the Cardiff Capital Region as part of their Carbon Disclosure Project commitments.</p> <p>The Replacement Local Development Plan has a key role to play in making sure our communities are sustainable and resilient to the impacts of climate change. Changes to national planning policy on flooding are still awaited, but officers intend to take a precautionary approach, avoiding all built development on greenfield sites at known flood risk. Welsh Government has produced The National Strategy for Flood and Coastal Erosion Risk Management in Wales, and in response, Monmouthshire is currently reviewing our Local Flood Risk Management Strategy and Flood Risk Management Plan; a new combined strategy document will be presented to Cabinet in May.</p> <p>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). We will continue to work with partners on the LRF to make sure that we are prepared for severe weather events.</p> <p>As part the reworking of the Climate Emergency Strategy, climate adaptation, which includes preparing and adapting for the impact of climate change, will be embedded across each of the 4 action plans. Some of the actions within this include developing the management of green infrastructure to improve climate resilience; increasing urban tree canopy, including new street trees and in car parks to provide a cooling effect; and continuing to promote and support council services with business continuity and emergency response strategies.</p>

Ref & Status	12	Risk	Potential Risk that: The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities
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Risk Owner and cabinet Member responsible	Frances O'Brien (Chief Officer Communities and Place) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	All
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Reason why Identified

Monmouthshire is a beautiful county, blessed with strong communities and a competitive local economy. However, the county's relative affluence compared to much of Wales, when viewed through the lens of aggregated data, masks the day-to-day reality and lived experience of those citizens who are experiencing poverty, financial hardship and who do so in the context of the considerable financial inequality that exists within the county. In many ways, living in an area of relative affluence and wealth whilst struggling to make ends meet can make that experience even harder and more isolating. This is Monmouthshire's particular challenge and one that we are determined to understand and address.

For families on lower incomes the rising cost of living, including higher energy prices and cost of fuel, rising food prices and high inflation – risks adding additional financial pressures to households. This also follows financial challenges experienced through the pandemic. This is causing significant pressures and is resulting in an increasing number of families requiring additional public service support from services such as housing support, Mental health, health, debt advice and customer contact and support services. Many of these services have already seen increasing demands and complexity in support required through the pandemic. The cost-of living will also impact Council staff, including costs for working, which could impact staff well-being and capacity to deliver services.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Likely	Major	High	12
2025/26	Likely	Major	High	12	2025/26	Likely	Major	High	12
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Undertake data modelling to identify communities at greatest risk and use this to target pro-active responses such as commissioning of services	Head of Enterprise & Community Animation and Chief Officer People, Performance & Partnerships	Ongoing	We have undertaken extensive data analysis and qualitative research furthering understanding of inequality at a local level and how the affects people's lives. Close working with partners is being undertaken to help understand the situation and act accordingly (e.g. the number of food bank parcels issued, referrals for housing support, nature or queries to Citizens Advice, use of Register Social Landlords hardship funds).
To implement the discretionary Cost of Living Support Scheme	Head of Enterprise & Community Animation	Ongoing	The Council is also delivering a range of activities to support residents including the Money Matters campaign which signposts to sources of support and further delivery of the campaign to staff in schools and other projects related to the costs of the school day. The Council also teamed up with Mind Monmouthshire and Citizens Advice Monmouthshire to set up cost of living support drop-in sessions at schools and leisure centres across the county. These sessions are available to all, including residents and colleagues, and offer advice on ensuring people are getting all the money and benefits they are entitled to, making money go further and guidance on managing energy bills. They also provide help and advice on getting back into work or more secure employment as well as emotional and wellbeing support.
Work in partnership with community fridges to identify individuals and families in need of further support.	Head of Enterprise & Community Animation	Ongoing	Community Fridges are citizen-led projects that seek to prevent food waste and to stop fresh food going to landfill. The food is accessible to the whole community with no means-testing. Whilst their ethos is primarily environmental, their presence in a community does have the ability to reduce the amount of money spent on essential outgoings for poorer families. Community Fridges are currently operating in Monmouth, Abergavenny, Caldicot, Goytre and Chepstow, with around 480 people visit a community fridge each week, with each fridge saving around 2 tonnes of food going to landfill per month. We have secured funding for consultancy support to help the community fridge volunteers and to look at sustainable funding options, common policies, practices and developing new fridges. There is a risk that community fridges support residents who otherwise would have reached the foodbanks, which require a referral process and can trigger more extensive support which may be required. We are working alongside the community fridges to sensitively support frequent users to connect with appropriate support, particularly through the Housing Gateway.
Work with the Gwent PSB to use the Marmot Principles as the framework for action to reduce inequalities across Gwent	Chief Executive	Ongoing	Gwent Public Services Board (PSB) has formally agreed to become a 'Marmot Region', and to work in partnership with the Institute of Health Equity (IHE) to use the social determinants of health approach as the basis for the response to well-being and health inequalities in Gwent. The Gwent PSB have adopted the eight Marmot Principles as the framework for action to reduce inequalities across Gwent as part of the Gwent PSB Well-being Plan.

Ref & Status	13	Risk	Potential Risk that:
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		Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market			
Risk Owner and cabinet Member responsible	Frances O'Brien (Chief Officer Communities and Place), Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	Scrutiny Committee	People Scrutiny Committee	Strategic objective	A Safe Place to Live A Fair Place to Live

Reason why Identified

The Council is currently experiencing significant challenges and risks in relation to homelessness. Initially due to the pandemic, Welsh Government required Councils to avoid people sleeping rough, then made the subsequent decision to transition homeless services with the aim of homeless becoming rare, brief and unrepeated, together with an improvement in the quality of homeless accommodation. Welsh Government homeless policy changes through the Phase 2 Planning Guidance for Homelessness and Housing Support, whilst positive, has created challenges. Although homeless presentations have remained broadly consistent, the impact of Welsh Government policy has seen a significant increase in demand for homeless accommodation. This in turn has impacted significantly on the Housing Options Team operationally in respect of the need to identify alternative accommodation, which largely has relied on B & B, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges.

There are problems regarding the availability of temporary, supported and permanent accommodation, the type and quality of accommodation and the range of housing support available necessary to meet current and emerging homeless need. Further challenges are also being experienced in respect of acquiring existing accommodation and repurposing properties due to the buoyant market in Monmouthshire and constraints relating to funding eligibility and Planning. There are also delays in the construction of new homes due to labour and supply chain problems, and phosphates issues in the north of the county.

The Renting Homes Act, which came into force from 1 December 2022, has made significant change the way all landlords in Wales rent their properties. There is a risk this could impact on the private rented sector in the County and reduce the availability of rental properties, further decreasing housing availability and increasing accommodation challenges in the County. The Council is anecdotally seeing evidence of landlords leaving the market.

Monmouthshire has welcomed more refugees from Ukraine, in absolute terms, than any area in Wales apart from Cardiff. Hosts have opened their homes and all these refugees will need alternative accommodation when these temporary arrangements come to an end. In addition, many of those who have come through the Welsh Government Super Sponsor Scheme have found jobs and placed children in local schools, but are now struggling to find suitable accommodation and are faced with unaffordable rent prices in the private sector. A shortage of move-on accommodation combined with uncertainty over long-term funding will challenge our ability to provide suitable long-term accommodation for fleeing the war in Ukraine.

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

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Major	High	12	2024/25	Possible	Major	Medium	8
2025/26	Likely	Major	High	12	2025/26	Possible	Major	Medium	8
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Implement systems to meet the requirements of the new Phase 2 Homeless Transition Plan	Head of Enterprise & Community Animation	As per Homeless Transition Plan	<p>Through the Rapid Rehousing strategy Welsh Government sets out their future homeless policy intentions. The core of rapid rehousing is to prevent homelessness, minimise the use and time spent in temporary accommodation and increase the availability of settled accommodation with support if needed. The necessity to provide temporary accommodation continues to increase, and many applicants need specialist accommodation and housing support, which largely is not available in Monmouthshire or existing capacity is insufficient.</p> <p>The Rapid Re-Housing Transition plan was adopted by Cabinet in April 2023. This sets out the Council's five-year plan to prevent homelessness, increase accommodation and focus support, and includes active buy-in from wider agencies involving homelessness, for example, the role of Health and Social Care is extremely important in homeless prevention and helping people (such as young people and those with mental health issues) maintain their existing accommodation.</p> <p>The Rapid Rehousing Transition Plan seeks to address the identified issues listed above, and help to transform homeless services in Monmouthshire. We have worked with housing association partners to make additional general needs social housing available for homeless households, and the proportion has increased from 47% in 2021/22 to 59% as of February 2024. Whilst positive, there is concern how much scope there is to allocate further social housing to homeless applicants without being overly detrimental to other housing need groups. Housing Support has been remodelled to include high-need accommodation for young people, dedicated</p>

			<p>substance misuse support, temporary accommodation support and re-settlement support. We have also expanded private sector accommodation under the Monmouthshire Lettings Service.</p> <p>There remain challenges that need to be addressed including the lack of temporary, supported and permanent accommodation, and the need to introduce either new support schemes or expand existing schemes for homeless applicants, particularly in respect of young people and those with mental health and substance misuse needs. Support is needed for those households in temporary accommodation, of which there are 193 as of February 2024.</p>
Deliver the Housing Support Programme Strategy 2022-26 and action Plan	Head of Enterprise & Community Animation	As per Homeless Transition Plan	In July 2022 Cabinet approved the Housing Support Programme Strategy 2022-26. The document provides a single strategic view of the Council's approach to homelessness prevention, housing support service delivery, statutory homelessness functions (delivered by the Housing Options Team) funded through the revenue settlement and non-statutory preventative services funded through the Housing Support Grant (HSG) programme. The Council has and will continue to engage closely with Welsh Government in respect of the Council's HSG annual funding allocation, which at present is insufficient to meet identified support needs in the County.
Develop suitable accommodation for homeless people, including long-term housing for all those accommodated in temporary housing and specialist provision for those with additional needs	Head of Enterprise & Community Animation	As per Homeless Transition Plan	<p>A Rapid Rehousing Transition Plan was approved by Cabinet in 2023, which includes a detailed action plan setting out how the council will address the challenges it faces around homelessness, homeless accommodation and housing support.</p> <p>Through Rapid Rehousing the council has facilitated increased resources into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. New arrangements have been established with partner agencies such as the DWP and Shared Benefit Service to support more people at risk of homelessness. A total of 261 awards were given during the 2023-2024 financial year to both households at risk of homelessness to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives. The Council has also built on previous initiatives to support homelessness, such as introducing Housing First, Substance Misuse Support and support for young people with higher need through the recent expansion of the Housing First scheme with Pobl and the introduction of MoYo - dedicated housing floating support for young people.</p> <p>The council has also increased the availability of both temporary and settled homes for homeless households through a range of means including partnerships with private landlords through Monmouthshire Lettings; more social homes being allocated to homeless households; more homes through new build developments and acquisitions. This has included dedicated temporary accommodation for young people; the council has been well supported by Monmouthshire Housing, Pobl and Melin in this regard. In addition, the Council has started to acquire accommodation for temporary accommodation and the first approval has been given to re-purpose a Council owned agricultural property. The increased support for those at risk of homeless combined with the increase in availability of both temporary and settled accommodation have both contributed to the reduced use of costly B&B accommodation.</p>
Prepare an RLDP to address the county's issues/challenges, including in relation to the provision of housing (market and affordable) and employment opportunities, and to facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.	Head of Placemaking, Regeneration, Highways and Flooding Head of Planning	Ongoing	Detailed update provided as in risk 10.
Work with Welsh Government, local sponsors and landlords to identify a range of accommodation to accommodate Ukrainian refugees.	Chief Officer People, Performance & Partnerships	Ongoing	<p>The authority has been successful helping those fleeing the war in Ukraine to find properties in the area. Hosting, under the Homes for Ukraine Scheme, has remained stable, with residents going above and beyond what was initially asked of them. We have exceeded the 'population share' of refugees identified by Welsh Government.</p> <p>Recognising the challenges faced by this community, we have established a specialised team comprising of two homeless prevention workers, two Community and Wellbeing Officers, complemented by dedicated translation and administration support. Our approach involves close collaboration with local landlords to cultivate strong local networks and access to properties (PRS), addressing concerns related to affordability and financial assessments.</p>

Work with national providers and the Home Office to identify suitable accommodation for those fleeing persecution and ensure that appropriate support services, including trauma informed support, are available.	Chief Officer People, Performance & Partnerships	Ongoing	The Home Office has made all local authorities Asylum Dispersal Areas. This has broadened the responsibility for accommodating asylum seekers in Wales which had previously been shouldered by a small number of authorities. The Home Office's chosen accommodation provider has been unable to secure any suitable sites in Monmouthshire at affordable rent levels mirroring the challenges faced by the local population. Officers continue to meet with the Wales Strategic Migration Partnership and Home Office. In September 2023 Council passed a motion committing the authority to formally becoming a county of sanctuary. An application has been submitted to the County of Sanctuary network and we are awaiting confirmation that we have met the criteria for accredited membership.
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Ref & Status	14	Risk	Potential Risk that: Reliance on grant funding for the delivery of public bus network and the proposed implementation of a franchising model may result in an inability to provide long-term certainty of services that are essential for residents to access key services
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Risk Owner and cabinet Member responsible	Frances O'Brien (Chief Officer Communities and Place) and Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	Scrutiny Committee	Place Scrutiny Committee	Strategic objective	All
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Reason why Identified

The vast majority of bus services within Monmouthshire are operated under contract to the council. The majority of the funding to pay for the contracts comes from special-purpose Welsh Government grants (currently called Bus Services Support Grant and Bus Network Grant). Furthermore, as part of the reform of public transport in Wales, the Welsh Government have introduced the Bus Reform Legislation. This legislation will introduce a franchising model that will be operated by Transport for Wales, meaning that the responsibility for designing, tendering and monitoring local networks may no longer sit with local authorities. This means there is inherent uncertainty of the long-term future of bus services, and it could result in a reduction of local services which may be essential for some residents to access key services.

Monmouthshire is a rural county where isolation can be exacerbated when people have limited access to affordable transport. A significant reduction in public bus services could result in the isolation of some members of our community, particularly those who are reliant on public transport to access key services. An effective public transportation system is also key to reducing the county's carbon emissions, which are relatively high per person, and becoming a greener place to live.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Almost certain	Substantial	High	12	2024/25	Almost certain	Substantial	High	12
2025/26	Almost certain	Substantial	High	12	2025/26	Almost certain	Substantial	High	12
2026/27	Almost certain	Substantial	High	12	2026/27	Almost certain	Moderate	Medium	8

Mitigating Actions

Mitigating Action	Responsibility Holder	Timescale	Mitigation action progress
Review performance of tendered bus services, identify opportunities to improve frequencies or add new routes and seek additional funding opportunities to implement proposed enhancements	Head of Decarbonisation & Transport and Public Transport Planning Manager	Ongoing	Newly tendered bus services were launched on the 1st April. An update on performance will be provided when available.
Review our networks and look to enhance the demand responsive provision	Public Transport Planning Manager	Ongoing	Transport for Wales/Local authorities' 'regional scrum' bus coordination meetings, a Cardiff Capital region (CCR) Bus Working Group and a Welsh Government (WG)/Transport for Wales (TfW)/MCC Traws Cymru Delivery Group have been established and are meeting regularly. TfW is undertaking a study into options for Traws services in Monmouth.
Carry out tendering of bus services within the county	Public Transport Planning Manager	Ongoing	Newly tendered bus network started 1 April – this is expected to increase passenger usage and reduce support per trip. TfW, MCC and operators are working on improved information to attract more passengers. MCC has successfully bid for WG Local Transport Fund grant which is helping to deliver bus infrastructure enhancements. MCC is working with operators to extend multi-operator bus tickets across Monmouthshire. We are also working with TfW to introduce bus-rail integrated tickets for key Monmouthshire routes.

Ref & Status	15	Risk	Potential Risk of: An increase in the number of legal challenges to decisions resulting in delays and increased costs
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Risk Owner and cabinet Member responsible	James Williams (Chief Officer Law and Governance) and Cllr Mary-Ann Brocklesby (Leader)	Scrutiny Committee	All	Strategic objective	All
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Reason why Identified

The Council has seen an increase in legal challenges in recent years. As plans are developed to address the financial challenges faced by the Council there is a risk that those challenges increase in frequency. These legal challenges expose the Council to legal and reputational risk, as well as taking increased time and cost to address.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)				
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score
2024/25	Likely	Substantial	Medium	9	2024/25	Possible	Substantial	Medium	6
2025/26	Likely	Substantial	Medium	9	2025/26	Possible	Substantial	Medium	6
2026/27	Likely	Substantial	Medium	9	2026/27	Possible	Substantial	Medium	6
Mitigating Actions									
Mitigating Action		Responsibility Holder	Timescale	Mitigation action progress					
Impact assesses service changes and policy decisions		Chief Officer People, Performance & Partnerships	Ongoing	An established Integrated Impact Assessment template and guidance is in place and is completed for all decisions that require an assessment. These assessments are challenged by a panel of policy officers prior to decision. There is a need to ensure impacts are assessed at the start and throughout the development of changes and policy to ensure any appropriate mitigation can be undertaken.					

Appendix 4: Strategic Risk Management – Summary

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

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

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

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

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

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

Risks are also given a score. Scores of 1-4 are low risks, scores of 6-9 are medium risks and scores 12-16 are high risk. Providing a score as well as a risk level allows the variations within risk levels to be more clearly stated.

Major (4)	Low (4)	Medium (8)	High (12)	High (16)
Substantial (3)	Low (3)	Medium (6)	Medium (9)	High (12)
Moderate (2)	Low (2)	Low (4)	Medium (6)	Medium (8)
Minor (1)	Low (1)	Low (2)	Low (3)	Low (4)
	Unlikely (1)	Possible (2)	Likely (3)	Almost certain (4)

MONMOUTHSHIRE COUNTY COUNCIL STRATEGIC RISK MANAGEMENT POLICY

LAST REVIEW DATE:

1. INTRODUCTION

Risk Management is the planned and systematic process by which key risks are identified, evaluated and managed in order to maximise benefits and minimise potentially negative consequences to the Council and its partners.

The Council is committed to the effective management of risk. As a large public sector organisation, it is exposed to a wide range of risks and threats in delivering key services to communities. The council also needs to identify and manage risks in deciding on taking opportunities.

The Council recognises it has a responsibility to identify, evaluate and manage those risks that threaten:

- the achievement of its defined well-being objectives and delivery of services to the community
- the health and safety of its service users, employees, partners and the public at large

This document sets out the Council's policy and approach to strategic risk management. This is summarised in the risk management framework diagram below. It is important that this policy is implemented to ensure that risk management is effective and consistent across the organisation. Risk management procedures, definitions and tools are described in the Council's Risk Management Guidance Notes, available on the Hub. This should be utilised in conjunction with the risk arrangements set out in section 2.3.



Source: UK Government, the Orange book Management of Risk – Principles and Concepts

This Risk Management Policy and the associated Risk Management Guidance Notes have been agreed by the Strategic Leadership Team.

2. GOVERNANCE & LEADERSHIP OF RISK MANAGEMENT

2.1 Definition of strategic risk

Risk is the effect of uncertainty on objectives.

Risk Management is the co-ordinated activities designed and operated to manage risk and exercise internal control within an organisation.

2.2 Legislation

The Accounts and Audit (Wales) Regulations 2014 state the council must ensure that there is a sound system of internal control which facilitates the effective exercise of that body's functions and which includes—

- (a) arrangements for the management of risk, and
- (b) adequate and effective financial management.¹

The regulation states that risk management is a corporate responsibility which must be embedded in the processes of the council as a whole.

Risk management is one of the core areas of activity identified in the Well-being of Future Generations Act that the council particularly needs to focus on. Consideration will need to be given to the requirements of the Act and the five ways of working when assessing risks to support their management.

2.3 Purpose of risk Management

Within the Council, the purpose of risk management is to:

- preserve and protect the Council's assets, reputation and staff
- promote corporate governance and aid good management in controlling and managing risks
- support successful delivery of strategic aims and well-being objectives internally and when working with partners
- improve business performance and better anticipate risks in delivering improvements
- avoid unnecessary liabilities, costs and failures
- shape procedures and responsibilities for implementation
- ensure that the amount of residual risk borne after mitigating actions are put in place is consistent with the organisation's risk appetite

2.3 Integration of risk management

Risk management is an integral part of the Council's activities to support decision-making in achieving objectives. To ensure that the risk management process is effective, owned by managers, staff, elected members and partners, the Council seeks to:

- integrate risk management into the Council's culture and performance management processes
- identify, evaluate and proactively manage risk in a way which is consistent with the council's risk appetite and tolerances
- anticipate and respond to change
- reduce the cost of risk
- prevent injury, damage and losses
- promote awareness of risk management to all staff who deliver the Council's services.

¹ <https://www.legislation.gov.uk/wsi/2014/3362/regulation/5/made>

The strategic risk assessment is one part of the Council’s risk management arrangements. Strategic risks are also managed through a variety of other processes and procedures. The following lists the corporate risk managements arrangements that the council has in place through which risks are identified and managed and are integrated with strategic risk management policy.

Risk management area and lead officer	Description of risk management arrangements
Health and Safety, Corporate Health and Safety Manager	Ensuring the health, safety and welfare of employees and others, such as contractors, visitors and members of the public who may be affected by the Council’s activities is a key priority for the organisation. Each directorate has a nominated health and safety lead responsible for ensuring that all activities within their directorate are conducted safely, in accordance with legislative requirements and the Council’s health and safety risk management policies. Responsibility also sits with the corporate health and safety working group that meets quarterly. This group has an action plan and terms of reference.
Emergency Planning, Emergency Planning Manager	The Council’s aim and intention is to anticipate and manage risks pro-actively rather than deal with the consequences of actual occurrences. Some risks involving key services are best managed through the Monmouthshire County Council Emergency Management Plan; there is a live risk register that is reviewed regularly that captures risks that may require an urgent response. The emergency planning manager is also responsible for ensuring services have Business Continuity Plans or procedures in place outlining arrangements to mitigate the impact and consequences of any risks likely to have a serious or major impact on service delivery or on communities in general.
Council wide insurance, Principal Insurances and Risk Management Officer	Insurance is a key aspect in risk management processes. Some risks are best managed through involving another party in bearing or sharing the risk, i.e. insurance. Ensuring an effective insurance function of risk management is a key priority and legal requirement for the authority. This involves analysing the types of insurance required to cover off the whole authority using in-house data to establish values of coverage required. This includes but is not limited to property, motor and liability. A programme of risk reviews at random property sites are also undertaken for insurance purposes.
Finance, Head of Finance	The council has set its Financial Procedure Rules which must be adhered to within all council activities. Section 4 of the Financial Procedure Rules document outlines the responsibilities of the Head of Finance in relation to risk management. In relation to the strategic risks and whole authority risks listed in the Strategic Risk Register, the Head of Finance is responsible for ensuring that any financial implications are fed into the budget planning process.
Internal Audit, Chief Internal Auditor	Internal audit have a responsibility to oversee the risk management process, and may conduct an audit into the effectiveness of the process to ensure the arrangements in place are robust. There is an internal audit plan in place which is driven by risk identification, and by nature, is a risk based approach, identifying possible weaknesses, or risks, within the organisation and reviewing these. These risks, along with possible ways of managing them, would be made aware to the

	relevant chief officer. Internal audit are also responsible for the anti fraud, corruption and bribery policy.
Information Governance & Cyber Security, Head of Information Security & Technology	The council is extremely aware of the importance of cyber security; we implement a number of measures to ensure the protection and safeguarding of our information, technology and systems.

2.3.1 Partnerships

For statutory and other key partnerships, risk management arrangements must be in place. The purpose of this is to identify any governance, financial, legal or resource obligations and also, commitments and liabilities that the Council may face in connection with partnerships in the coming year. Issues around legal liabilities need to be clearly understood, documented and agreed by all parties within the partnership. Assurances need to be obtained that partnerships have adequate risk management controls and corporate governance processes in place. Detailed advice needs to be sought where needed. Further detail on the requirements is set out in the detailed partnership guidance that needs to be applied, aligned to the strategic risk management policy.

Any strategic risks to the council as a result of partnership risk assessments should be identified in line with this policy.

2.3.2 External risk management arrangements

The Council also has to take into account risks identified from both a UK National and Wales Regional perspective. The UK government undertake a National Security Risk Assessment which assesses the most serious risks facing the UK, including threats to health, society, critical infrastructure and economy. A Pan Wales version of the National Risk Register is also produced. The responsibility for managing these risks at a local level sits with local resilience forums; for Monmouthshire, this responsibility sits with the Gwent Local Resilience Forum (GLRF), of which the council is a member.

The GLRF also publishes a Community Risk Register, which is reviewed annually. This assesses the likelihood and impacts of a range of hazards that have the potential to cause significant disruption to the residents, communities, and environment of Gwent. Risks that may result in significant impact in Monmouthshire will be recorded on the Strategic Risk Register, where appropriate. The GLRF Community Risk Register can be found [here](#).

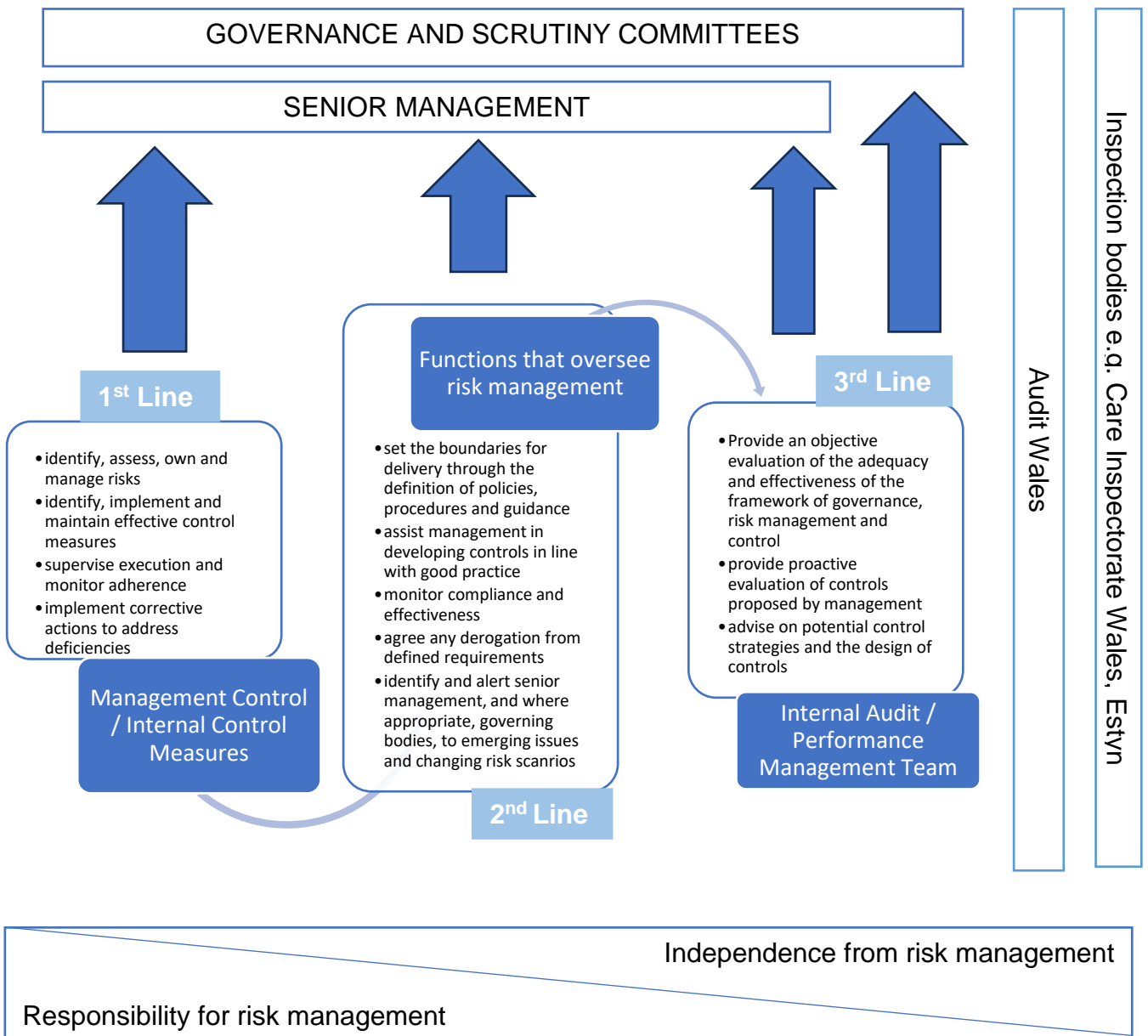
2.4 Roles and responsibilities

Everyone in the Council has some responsibility for risk management. The Council seeks to ensure that risk management flows through the organisation, from elected members to individual teams and employees. All employees and councillors are responsible for ensuring there are effective levels of internal control and risk management in order for the Council's objectives to be achieved. The 'three lines model'² helps to delegate and coordinate risk management roles and responsibilities within and across the Council. The model is a broad structure that supports the risk management framework.

² HM Government Orange book, Management of Risk & principles.

- Under the ‘first line role’, management have primary ownership, responsibility and accountability for identifying, assessing and managing risks.
- The ‘second line role’ consists of functions and activities that monitor and facilitate the implementation and reporting of risk management in the Council.
- Internal audit and the performance management team form the organisation’s “third line role”.

Informing this are a range of other sources of external assurances.



2.4.1 Responsibilities for Managing Risks

Governance Board/ Officer role	Description of role and responsibilities
Cabinet Members	<p>Individual Cabinet Members are responsible for:</p> <ul style="list-style-type: none"> • Monitoring and review of risks and controls in place associated with the activities contained within their portfolio; • Ensuring Cabinet Member decisions have fully considered and consulted on the opportunities and risks; • Promoting and ensuring risk management is embedded into the activities contained within their portfolio.
Chief Officers	<p>Chief Officers are responsible for:</p> <ul style="list-style-type: none"> • ensuring that management of strategic risks within their areas is undertaken in a pro-active and effective manner in accordance with the Risk Management Policy and Guidance; • satisfying themselves that the content of the Strategic Risk Register for their areas of responsibility are an accurate reflection of current circumstances.
Heads of Service	<p>Heads of Service are responsible for the strategic risks within their scope of responsibility and must:</p> <ul style="list-style-type: none"> • ensure that their units' risks are reflected in their Service Business Plans and associated plans; • review entries in the Risk Register to ensure they are correct and up to date; • regularly challenge progress of mitigating actions and their impact on risks in the Risk Register; • ensure their managers take a pro-active approach to risk management; • advise their managers of any significant changes likely to impact on the risks and/or the mitigating actions; • ensure all employees within their units understand and comply with the appropriate risk management policies and procedures, and receive training as required. <p>Heads of Service also have specific responsibilities for managing day to day risks as laid down in Section 4 of the Financial Procedure Rules.</p>
Chief Officer People, Performance and Partnerships	<p>In addition to specific responsibilities as a Chief Officer, the Chief Officer for People, Performance and Partnerships is also responsible for:</p> <ul style="list-style-type: none"> • ensuring that the Risk Register is compiled and updated in a timely manner and is fit for purpose; • ensuring regular consultation with key stakeholders and partners on risk issues in accordance with the partnership risk guidance
Service managers	<p>Service managers have a responsibility to:</p> <ul style="list-style-type: none"> • Ensure that all officers within their service area apply the risk management policy appropriately;

	<ul style="list-style-type: none"> Ensure that all risks to their service area are captured within their service business plan.
All officers	<p>All officers have a responsibility to:</p> <ul style="list-style-type: none"> Manage risk effectively in their role, in line with the council's risk management policy; Report any identified risks to their line manager.

2.4.2 Collective responsibilities for managing risk

Group	Description of role and responsibilities
Cabinet	Cabinet has a responsibility to review the strategic risk register six-monthly to ensure that the risks identified are accurate and assure themselves that the controls in place to mitigate risks are appropriate.
Strategic Leadership Team	<p>SLT have a responsibility to:</p> <ul style="list-style-type: none"> Collectively review the strategic risk register six-monthly to verify its accuracy & proportionality of the risks logged and mitigating actions proposed. Consider and approve the Risk Management Policy and proposing subsequent changes. considering plans/proposals where a risk assessment may expose unacceptable risks. ensuring recommendations of the committees in relation to risks are implemented. considering recommendations from internal and external audit bodies.
Directorate Management Teams	<p>DMTs have a responsibility to:</p> <ul style="list-style-type: none"> collectively review their directorate risk register quarterly to ensure that the risks identified are accurate and assure themselves that the controls in place to mitigate risks are appropriate. Collectively review whether any risks identified in their directorate risk register needs to be escalated to the strategic risk register.

2.5 Responsibilities for overseeing the risk management process

The council seeks to ensure that a robust risk management process is in place. It is the responsibility of both officers and members to ensure that appropriate risk management controls are embedded.

Governance Board/ Officer role	Description of role and responsibilities
Cabinet	In addition to their responsibility to review the strategic risk register six-monthly, Cabinet has a responsibility to approve the Risk Management Policy and procedures including the setting and agreement of the Risk Appetite for the Council.
Governance and Audit Committee	<p>Governance and Audit Committee has a responsibility to:</p> <ul style="list-style-type: none"> ensure that a robust risk management framework is in place, in line with its remit to provide independent assurance of the effectiveness

	<p>of the authority’s financial, performance and corporate governance arrangements;</p> <ul style="list-style-type: none"> • Review the effectiveness of the risk management process six-monthly
Performance and Overview Scrutiny Committee	<p>Performance and Overview Scrutiny Committee has a responsibility to:</p> <ul style="list-style-type: none"> • Ensure that strategic risks have been appropriately identified and are being managed proportionately; • Review the Strategic Risk Register six-monthly; • Use the Strategic Risk Register to inform the committee’s forward work programme.
Internal audit	<p>Internal audit has a responsibility to:</p> <ul style="list-style-type: none"> • Assess the adequacy of the mechanisms for identifying, mitigating and reporting key risks; • Provide assurance to officers and members on the effectiveness of controls; • Create an audit plan that is aligned with the key risks facing the council.
Performance and Data Insight Manager	<p>The Performance and Data Insight Manager has a responsibility to:</p> <ul style="list-style-type: none"> • Ensure that the risk register is updated in a timely manner and that it is fit for scrutiny; • Self-assess the risk management process biannually.

3. A RISK MANAGEMENT APPROACH

The risk management approach consists of:

- risk identification and assessment to determine and prioritise how risks should be managed;
- risk response (treatment) options that support achievement of intended outcomes and manage risks
- risk monitoring; and timely and accurate reporting.



3.1 Identifying Strategic risks.

Risk identification aims to produce an integrated and holistic view of risks. Risk identification can be supported by identifying different categories of risk (see guidance).

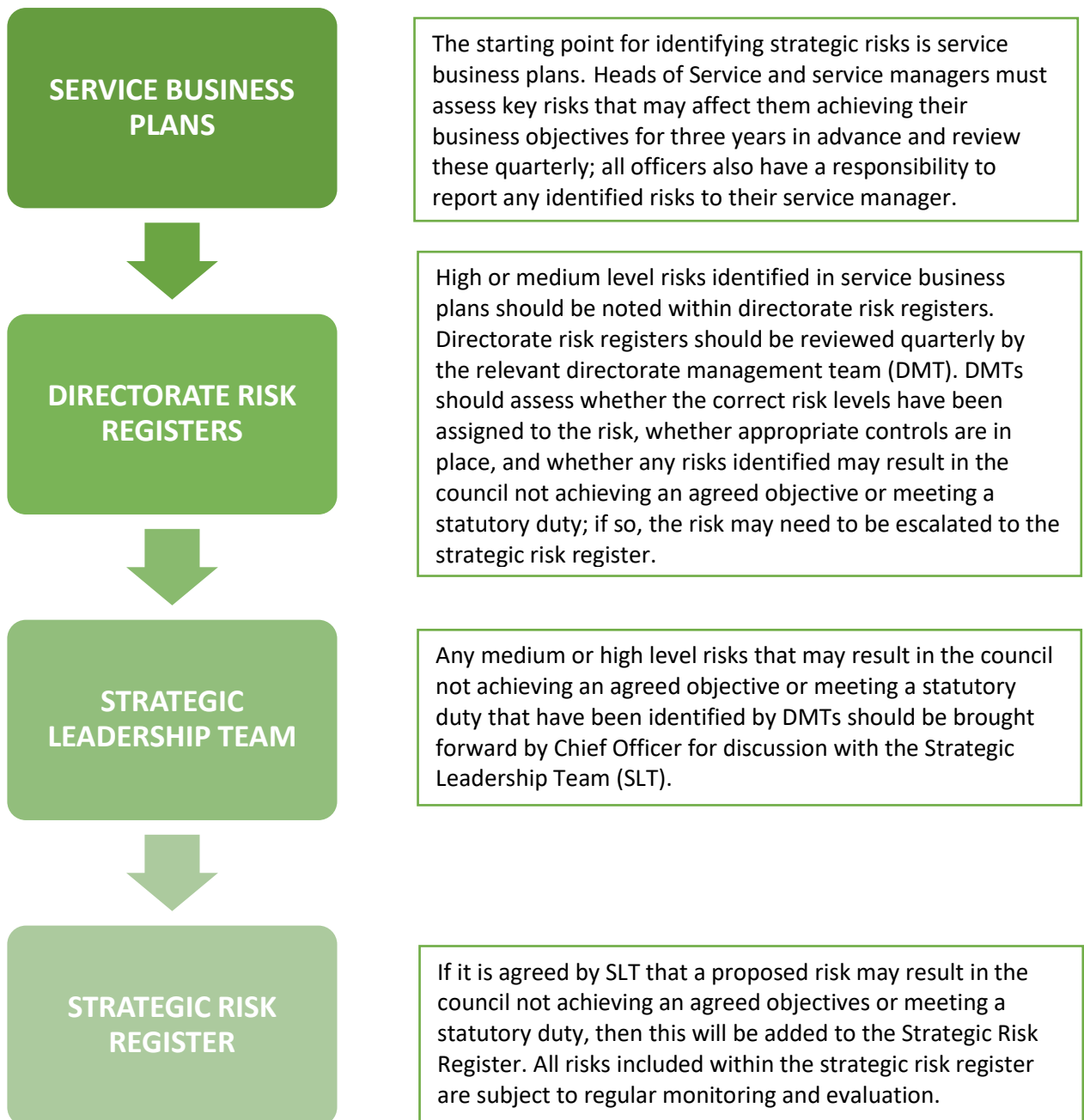
Strategic risks impact on the ability of the Council to achieve its strategic objectives. For example these risks could be; Political; Economic; Social; Technological; Legislative; Environmental

Operational risks impact on the resources required to deliver services and meet operational objectives: People; Physical assets, Finance; Data and information; legislative or regulatory; Suppliers or Third party. Some of the integrated arrangements to manage these are set out in section 2.3. These may still pose a risk to the councils ability to achieves its objectives and need to be identified as a strategic risk.

When identifying risks, it is important to consider both current risks that require immediate treatment, but also risks that may become more prominent in the future. Horizon scanning is used as an overall term for analysing the future: considering how emerging trends and developments might potentially affect current policy and practice. This could help identify potential threats, risks, emerging issues and opportunities. This helps to take a longer-term strategic approach.

The council produces a Risk Radar Report on an annual basis, outlining the biggest risks that Monmouthshire may face over coming years. This report draws on national and global emerging risks identified in a range of horizon scanning reports, most prominently the World Economic Forum (WEF) global risks report, which provides an annual assessment of the most significant global risks that the world may face over the next decade, and the Welsh Government's Future Trends Report, which focuses on the intergenerational challenges that Wales will need to respond to, and the areas it can shape for a more sustainable future. Reports such as these can help inform risk management by highlighting the key uncertainties and challenges that may affect our organisation's objectives and operations. Consideration must be given to the annual Risk Radar Report when identifying strategic risks.

The process for identifying strategic risks for inclusion on the Council's strategic risk register is set out below:



Strategic risks that are no longer considered high or medium level risks will be de-escalated from the strategic risk register and managed within relevant directorate risk registers or service business plans.

3.2 Assessment of risks

A 'traffic light' system is used for assessment of risks and may be defined as follows:

High risk (Score of 12-16)	The risk is highly likely to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
Medium risk (Score of 6-9)	The risk is unlikely to result as a major issue, however, if it did the impact would be significant or serious . This risk is relatively less significant than a High risk however it needs to be closely monitored with timely management action/controls to ensure it does not escalate.
Low risk (Score of 1-4)	The risk is very unlikely to occur and the impact will be minor or moderate at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals

The above is derived from a standard risk matrix. See the Risk Management Guidance for more information on assessing risk levels.

3.3 Risk tolerance & Risk appetite

3.3.1 Risk appetite

There will be occasions when the Council may be willing to accept a degree of risk in order for a benefit to be gained, for example when introducing new opportunities or adopting innovative approaches. In these circumstances, the council will act in accordance with its risk appetite. Risk appetite can be defined as "the amount of risk that an organisation is willing to seek or accept in the pursuit of its objectives."³

In general, these are assessed risks that may result in exposure to the following:

- adverse effect on the Council's reputation and/or performance
- censure or a fine by regulatory/statutory bodies
- significant financial loss or impact on assets

Where circumstances involve exposure to such risks, they must be assessed in line with the Council's risk appetite statement, which can be found on the Hub. Individual project proposals and business plans must contain an assessment of likely risks and consider the risk tolerance levels.

Any innovation or opportunity that presents medium or high risks must be closely examined, the risks clearly identified, analysed, documented and as appropriate, consulted on.

3.3.2 Risk tolerance

Whilst risk appetite sets out how much the risk council is willing to pursue or accept in order for a benefit to be gained, risk tolerance is in relation to what the council is willing to deal with. In other words, risk appetite is about taking risks, whereas risk tolerance is about controlling risks. It can be

³Institute of Risk Management, Risk Appetite & Tolerance Guidance Paper
[64355_riskapp_a4_web.pdf \(their.org\)](#)

defined as “the boundaries of risk taking outside of which the organisation is not prepared to venture in the pursuit of its objectives.”⁴

There will be some risks that the council is not willing to tolerate. In general, these are assessed risks that may result in exposure to the following:

- physical or other harm to any person
- non-compliance with legislation and regulations
- non-compliance with the Council’s policies, rules and procedures, etc.
- major financial loss or damage to/loss of assets

Where there is potential for any exposure to the above, the matter must be referred to the Strategic Leadership Team by the relevant Chief Officer / Head of Service.

4. Risk treatment

In considering how best to deal with risks classified under the ‘traffic light’ system, managers will need to take account of four fundamental ways of addressing risk. These are:

- **terminate** deciding where possible not to continue or proceed with activity in view of the level of risks involved
- **treat** ensuring the effectiveness of existing controls and implementing new controls where considered necessary
- **transfer** involving another party in bearing or sharing the risk (typically by the use of insurance)
- **tolerate** applying to instances where a risk cannot be entirely or fully mitigated by the options listed above. In such cases, the residual risks, i.e. the element of remaining risks, will need to be accepted or accounted for

Consideration must be given to the best approach to be adopted along with any potential consequences of the choices made. Decisions should be noted in Service Business Plans and reflected in the Strategic Risk Register, where required. Further information on risk treatment can be found in the Risk Management Guidance, available on the Hub.

5. Risk Monitoring

Risk monitoring and review is embedded as part of the authority’s performance management framework. Ongoing monitoring aims to support an understanding of whether and how the risk profile of the Council is changing and the extent to which mitigating actions are managing risks as planned. The key mechanisms for monitoring and reviewing risks are:

Service Business plans: In line with the strategic risk management policy and supporting guidance, Heads of Service and service managers must assess key risks that may affect them achieving their business objectives for three years in advance and review these quarterly as part of their Service Business Plans.

⁴ Institute of Risk Management, Risk Appetite & Tolerance Guidance Paper [64355_riskapp_a4_web.pdf \(theirm.org\)](https://www.theirm.org/64355_riskapp_a4_web.pdf)

Directorate risk register: Each directorate will manage and regularly review a directorate risk register, in line with the risk policy. This will contain any medium and high strategic risks that have been identified within service business plans. Directorate risk registers are reviewed quarterly by directorate management teams to ensure risks identified are appropriate and to assess progress of mitigating actions. Risks identified in directorate risk registers may be escalated to the strategic risk register, if necessary.

The Strategic Risk Register: The strategic risk management policy provides definitions of strategic risks and how the risk management process is integrated. Typically, high and medium strategic risks identified in directorate risk registers will also be recorded and monitored in the Strategic Risk Register, although this may vary depending on the nature of the risk identified. The Strategic risk register will identify:

- the nature of the risk, the consequences and impact with appropriate evidence
- the overall risk levels and scores (high & medium only) before controls (Gross risk)
- The current risk levels and scores with current controls and assessment of nature of risk
- The target risk score for the following two years – the targeted risk level assessed in line with the Council’s risk appetite.
- planned/existing actions in place to mitigate the risks
- relevant timescales for actions and the officers responsible (the risk owner)
- update information – direction of travel in controlling the risk and evidence

The Risk Register will use a standard electronic format, will be regularly updated and available on the Council’s intranet site.

6. Risk Reporting

Risk reporting is embedded as part of the authority’s performance management framework. Risk reporting should provide a balanced assessment of the principal risks and the effectiveness of risk management actions. Reporting provides assurance on the effectiveness of the risk management approach, and highlights areas where intervention is required.

The starting point for reporting risk is within **service business plans**, where risks are regularly monitored and updated. Risks are also reported within **directorate risk registers** which are discussed by DMTs at least quarterly.

The **strategic risk register** is where strategic risks to the council are reported. This register is regularly presented to governance groups and committees within the organisation who provide an objective assessment of the effectiveness of the arrangements in place. The arrangements for reporting on strategic risks to the council is as follows:

Governance group/committee	Reporting arrangements
Cabinet	The strategic risk register is presented to Cabinet six-monthly to allow cabinet members to assure themselves that the risks identified are accurate and that the controls in place are appropriate.
Strategic Leadership Team	The strategic risk register is presented to SLT six-monthly. This provides SLT with an opportunity to verify the accuracy and proportionality of the risks, scores and mitigating actions logged.

Performance & Overview Scrutiny Committee	The strategic risk register is reported to this committee six-monthly. This is in line with the committee's responsibility to ensure that strategic risks have been appropriately identified and are being managed proportionately.
Governance and Audit Committee	An assessment of the effectiveness of risk management arrangements accompanied by a summary of the strategic risk register is presented to this committee six-monthly. This is in line with the committee's responsibility to ensure that a robust risk management framework is in place.

7. Continual Improvement

The effectiveness of the council's strategic risk management policy and guidance will be subject to continuous review. An assessment of the effectiveness of the risk management framework will be undertaken six monthly and any subsequent action identified implemented. The strategic risk policy and guidance will be reviewed annually and adapted if required, to address any external and internal changes. Any material changes will need to be agreed with the Council's strategic leadership team and Cabinet.

Monmouthshire County Council Risk Appetite Statement

Last reviewed:

There will be occasions when the Council may benefit from introducing new opportunities or adopting innovative approaches, or where circumstances have changed and a revised approach to service delivery is necessary. These may result in a degree of calculated risk that is inherent in the approach so that a benefit can be gained. Where circumstances involve exposure to such risks, they must be assessed in line with the Council's risk appetite, as set out below.

Individual project proposals and business plans must contain an assessment of likely risks and consider the risk tolerance levels.

Any innovation or opportunity that presents medium or high risks must be closely examined, the risks clearly identified, analysed, documented and as appropriate, consulted on.

Risk appetite

Risk appetite can be defined as 'the amount and type of risk that an organisation is willing to take in order to meet their strategic objectives'¹. In some circumstances, a degree of risk may be accepted in order that a benefit can be gained or an opportunity taken.

Risk appetite can be thought of as made up of concepts:

- Optimal risk position - the level of risk with which an organisation aims to operate.
- Tolerable risk position - the level of risk with which an organisation is willing to operate

The council uses the following definitions of risk appetite levels²:

Risk appetite	Description
Averse (1)	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is key objective. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist (2)	Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.
Cautious (3)	Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open (4)	Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of

¹ <https://www.theirm.org/knowledge-and-resources/thought-leadership/risk-appetite-and-tolerance.aspx>

² HM Government Orange book, risk appetite guidance note
https://assets.publishing.service.gov.uk/media/61239758e90e0705481fc085/20210805_-_Risk_Appetite_Guidance_Note_v2.0.pdf

	benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.
Eager (5)	Eager to be innovative and to choose options based on maximising opportunities and potential higher benefit even if those activities carry a very high residual risk.

Risk appetite will vary between risks, departments and functions. The following table displays the council's risk appetite levels by organisational activity:

Risk category ²	Risk appetite range		Comment
	Lower limit	Upper limit	
Strategic	Cautious (3)	Open (4)	The council will be cautious to open to risk that may prevent us from achieving our agreed objectives.
Financial	Minimalist (2)	Cautious (3)	The council will have a cautious approach to financial risks where there is value for money to be gained, and otherwise will take a minimalist approach.
Legal and regulatory	Averse (1)	Averse (1)	The council will not accept any risk that may result in a deliberate failure to comply with laws and regulations.
Governance and decision making	Averse (1)	Minimalist (2)	The council will seek to ensure that strong leadership and governance is in place at all times, but accepts there may be instances where a minimalist approach to governance and decision making risks is needed.
People	Averse (1)	Cautious (3)	The council will not accept any risks that may result in non-compliance with any employment policies or HR regulation or cause harm to people. We will, however, take a cautious approach to some risks that have a low degree of inherent risk.
Political	Minimalist (2)	Cautious (3)	The council will take a minimalist to cautious approach to political risks in seeking to achieve its objectives.
Environmental	Averse (1)	Minimalist (2)	The council has an averse to minimalist risk appetite in relation to environmental risk, aiming to have a minimal impact on our county's natural and built environment.
Service delivery (operational)	Averse (1)	Open (4)	The council will be averse to risks that could result in the failure to deliver essential services to our residents. We will, however, be open in situations where there is a high degree of benefit and value for money to be gained and the risk will not impact directly on essential services.

Reputational	Minimalist (2)	Open (4)	The council will be open to risk that may result in reputational risk in order to achieve its objectives.
Safeguarding	Averse (1)	Averse (1)	The council will not accept any risk that may result in harm to any person or a failure of safeguarding arrangements. The council will comply with all relevant safeguarding requirements to minimise any safeguarding risks.
Information governance	Averse (1)	Averse (1)	The council will not accept any risk that may result in a breach of personal or sensitive data.
Technology	Cautious (3)	Eager (5)	We will take a cautious to eager approach to risks where technological innovation is possible.
Health and safety (including public safety)	Averse (1)	Averse (1)	The council will not accept any risk that may result in harm to any person. We will ensure compliance with the council's own health and safety risk management policy and wider legislation.

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MONMOUTHSHIRE COUNTY COUNCIL RISK MANAGEMENT GUIDANCE

1. INTRODUCTION

Risk Management is the planned and systematic process by which key risks are identified, evaluated and managed in order to maximise benefits and minimise potentially negative consequences to the Council and its partners.

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

The Council recognises it has a responsibility to identify, evaluate and manage those risks that threaten:

- the achievement of its defined well-being objectives and delivery of services to the community
- the health and safety of its service users, employees, partners and the public at large

This document sets out guidance on the Council's approach to strategic risk management. The council's policy on strategic risk management can be found on the Hub.

2. APPROACH TO RISK MANAGEMENT

The Council's aim and intention is to anticipate and manage risks pro-actively rather than deal with the consequences of actual occurrences. Some risks involving key services are best managed through the Monmouthshire County Council Emergency Management Plan and the Business Continuity Strategy.

Risk management must be proactive so that the whole authority strategic and operational risks are identified, and the impact and likelihood of occurrences are assessed and actively managed.

(See also paragraph 4 below - Recording Risks)

Risk management consists of four basic processes¹:

- Risk identification and assessment to determine and prioritise how risks should be managed;
- risk response (treatment) options that support achievement of intended outcomes and manage risks;
- risk monitoring to ensure treatments identified are being implemented;
- timely and accurate risk reporting.



3. RISK IDENTIFICATION AND ASSESSMENT

3.1 Types of risk

Strategic risks impact on the ability of the Council to achieve its strategic objectives. For example these risks could be; Political; Economic; Social; Technological; Legislative; Environmental

Operational risks impact on the resources required to deliver services and meet operational objectives: People; Physical assets, Finance; Data and information; legislative or regulatory; Suppliers or Third party.

The council uses the UK Government Orange Book risk category definitions, as set out below:

¹ HM Government Orange book, Management of Risk & principles.

Risk category	Description
Political	Risks arising from instability in the political landscape of the organisation or a lack of political direction, leading to uncertainty.
Economic	Risks arising from changes in the macroeconomic landscape which could negatively affect the organisation, both directly including through decreases in real term funds, and indirectly through a negative effect on residents causing increased reliance on assistance from the organisation.
Social	Risks arising from the potential negative consequences from the impact of an organisation's operations on society. These risks can include issues such as social inequality, labour disputes, and negative impacts on local communities.
Technology	Risks arising from technology not delivering the expected services due to inadequate or deficient system/ process development and performance or inadequate resilience.
Information	Risks arising from a failure to produce robust, suitable and appropriate data/ information and to exploit data/information to its full potential.
Legal and regulatory	Risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occurring that results in a liability or other loss, or a failure to take appropriate measures to meet legal or regulatory requirements.
Environmental	Risks arising from the potential negative impact that human activities, natural disasters, or other events can have on the environment. These risks can include pollution, habitat destruction, climate change, and depletion of natural resources.
People	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, the unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.
Finance	Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.
Reputational	Risks arising from adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations.
Governance	Risks arising from unclear plans, priorities, authorities and accountabilities, and/or ineffective or disproportionate oversight of decision-making and/or performance.
Commercial	Risks arising from weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, and/or failure to meet business requirements/objectives.

3.2 Horizon scanning

Horizon scanning is used as an overall term for analysing the future: considering how emerging trends and developments might potentially affect current policy and practice. This could help identify potential

threats, risks, emerging issues and opportunities. This helps to take a longer-term strategic approach. Some of the main uses of horizon scanning include²:

1. To deepen the understanding of the driving forces affecting future development of a policy or strategy area
2. To identify gaps in understanding and bring into focus new areas of research required to understand driving forces better
3. To build consensus amongst a range of stakeholders about the issues and how to tackle them
4. To identify and make explicit some of the difficult policy choices and trade-offs that may need to be made in the future
5. To create a new strategy that is resilient because it is adaptable to changing external conditions
6. To mobilise stakeholders to action

One of the most prominent sources of horizon scanning is the World Economic Forum (WEF) global risks report, which provides an annual assessment of the most significant global risks that the world may face over the next decade, based on the views of experts and decision-makers from various fields and regions. The Welsh Government produce a similar Future Trends Report, which brings together likely economic, social, environmental, and cultural trends, focusing on the intergenerational challenges that Wales will need to respond to, and the areas it can shape for a more sustainable future. Reports such as these can help inform risk management by highlighting the key uncertainties and challenges that may affect our organisation's objectives and operations.

3.3 External risk arrangements

The Council also has to take into account risks identified from both a UK National and Wales Regional perspective. The UK government undertake a National Security Risk Assessment which assesses the most serious risks facing the UK, including threats to health, society, critical infrastructure and economy. A Pan Wales version of the National Risk Register is also produced. The responsibility for managing these risks at a local level sits with local resilience forums; for Monmouthshire, this responsibility sits with the Gwent Local Resilience Forum (GLRF), of which the council is a member.

The GLRF also publishes a Community Risk Register, which is reviewed annually. This assesses the likelihood and impacts of a range of hazards that have the potential to cause significant disruption to the residents, communities, and environment of Gwent. Risks that may result in significant impact in Monmouthshire will be recorded on the Strategic Risk Register, where appropriate. The GLRF Community Risk Register can be found [here](#).

3.4 Risk assessment

Risks are assessed by the level of:

- likelihood of occurrence
- impact/consequence

Both factors need to be assessed to decide the seriousness of risks. Managers will assess each element of the judgement and determine the appropriate levels. The tables below give the indicative definitions for each element:

Likelihood	Threat/Risk
Almost certain	Is expected to occur in most circumstances Will undoubtedly happen, possibly annually or more frequently Imminent/near miss

² Horizon Scanning: A Practitioner's Guide, Institute of Risk Management horizon-scanning_final2-1.pdf (theirm.org)

Likely	Will probably occur in many circumstances Will probably happen but not a persistent issue e.g. once every three years Has happened in the past
Possible	Could occur in certain circumstances May happen occasionally e.g. once in ten years Has happened elsewhere
Unlikely	May occur only in exceptional circumstances Not expected to happen but is possible e.g. once every 25 years Not known in this activity

Impact	Threat/Risk
Major	Risks that can have a major effect on the operation of the council or service. This may result in significant financial loss, service loss, service disruption or severe impact on the public. Examples: Inability to fulfil obligations Medium to long term damage to service capability Severe financial loss which will have a major impact on the council's financial plan Death Adverse national publicity –damage resulting in a loss of public confidence Litigation certain and difficult to defend Breaches to law punishable by significant fine or imprisonment
Substantial	Risks that can have a substantial effect on the operation of the council or service. This may result in a financial loss, major service disruption or significant impact on the public: Examples: Substantial impact on service objectives Short to Medium Term impairment of service capability Financial loss which will have an impact on the council's financial plan adverse local publicity, major loss of confidence Litigation likely, may be difficult to defend Breaches of law punishable by fines
Moderate	Risks that have a noticeable effect on the services provided. Each one will cause a degree of disruption to service provision and impinge on the budget. Examples: Services objectives partly achievable No significant to service capability, where occurs is only short term Moderate financial loss that can be accommodated at Head of Service level Some adverse publicity May result in complaints Breaches of regulations/standards
Minor	Risks where the consequences will not be severe and any associated losses will be relatively small. As individual occurrences, they will have a negligible effect on service provision. However if action is not taken then such risks may have a more significant cumulative effect. Examples: Minor impact on service objectives No significant disruption to service quality Minimal financial loss – can be accommodated at team level Unlikely to cause adverse publicity, no damage to reputation Breaches of local procedures / standards only

Risks need to be recorded in a structured format covering the cause, event and effect. Some examples are below:

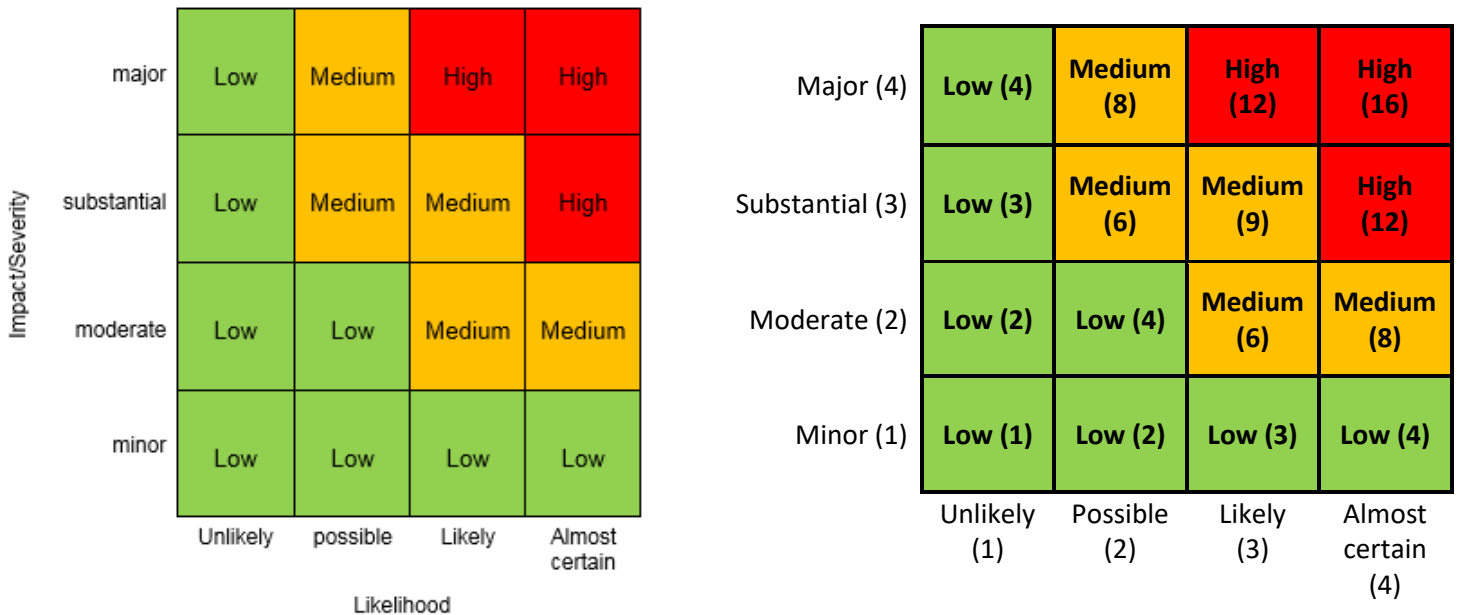
Event	Cause	Effect
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Risk of...Failure to...Lack of...Loss of...Uncertainty of...Inability to...Delay in...	Because of...Due to...As a result of...	Leads to...and/or...result in...
--	---	----------------------------------

Cause	Event	Effect
Because of...As a result of...Due to...	An uncertain event may occur	Which would lead to [effect on objective]

3.3.1 Risk matrix

Once the likelihood and impact of a risk has been determined, a risk matrix is used to determine the risk level and score. The Council uses a ‘traffic light’ system of Red/Amber/Green associated with High/Medium/Low and a notional numerical scale from 1 to 4 to assess risks. Generally it is clear what the assessment should be. However, there will be cases where assessment of “How much risk” is not straightforward (such as when the effect of controls and countermeasures is uncertain).



Risks with a score of 1-4 are considered to be low risk; a score of 6-9 is considered medium risk; and a score of 12-16 is considered to be high risk. Assigning a ‘score’ or numerical value to risks allows a greater deal of flexibility when rating a risk; for example, the movement of likelihood or impact may result in the same level of risk (low, medium, high) but a different score. Scoring risks also allows risk owners to rank risks, helping to identify which risks may need to be prioritised, and allows them to identify where a risk may sit outside of the organisation’s risk appetite; for example, high level risks will tend to sit outside of risk appetite and may require more immediate attention.

4. RISK TREATMENT

In considering how best to deal with risks classified under the ‘traffic light’ system, managers will need to take account of four fundamental ways of addressing risk. These are:

- terminate** deciding where possible not to continue or proceed with activity in view of the level of risks involved
- treat** ensuring the effectiveness of existing controls and implementing new controls where considered necessary

- **transfer** involving another party in bearing or sharing the risk (typically by the use of insurance)
- **tolerate** applying to instances where a risk cannot be entirely or fully mitigated by the options listed above. In such cases, the residual risks, i.e. the element of remaining risks, will need to be accepted or accounted for

Consideration must be given to the best approach to be adopted along with any potential consequences of the choices made. This must be in line with the council's risk appetite, which can be found on the Hub.

5. RISK MONITORING

Risk monitoring and review is embedded as part of the authority's performance management framework. Ongoing monitoring aims to support an understanding of whether and how the risk profile of the Council is changing and the extent to which mitigating actions are managing risks as planned. The key mechanisms for monitoring and reviewing risks are:

Service Business plans: In line with the strategic risk management policy, Heads of Service and service managers must assess key risks that may affect them achieving their business objectives for three years in advance and review these quarterly as part of their Service Business Plans.

Directorate risk register: Each directorate will manage and regularly review a directorate risk register, in line with the risk policy. This will contain any medium and high strategic risks that have been identified within service business plans. Directorate risk registers are reviewed quarterly by directorate management teams to ensure risks identified are appropriate and to assess progress of mitigating actions. Risks identified in directorate risk registers may be escalated to the strategic risk register, if necessary.

The Strategic Risk Register: The strategic risk management policy provides definitions of strategic risks and how the risk management process is integrated. Typically, high and medium strategic risks identified in directorate risk registers will also be recorded and monitored in the Strategic Risk Register, although this may vary depending on the nature of the risk identified. The Strategic risk register will identify:

- the nature of the risk, the consequences and impact with appropriate evidence
- the overall risk levels and scores (high & medium only) before controls (Gross risk)
- The current risk levels and scores with current controls and assessment of nature of risk
- The target risk score for the following two years – the targeted risk level assessed in line with the Council's risk appetite.
- planned/existing actions in place to mitigate the risks
- relevant timescales for actions and the officers responsible (the risk owner)
- update information – direction of travel in controlling the risk and evidence

4. RISK REPORTING

Risk reporting is embedded as part of the authority's performance management framework. Risk reporting should provide a balanced assessment of the principal risks and the effectiveness of risk management actions. Reporting provides assurance on the effectiveness of the risk management approach, and highlights areas where intervention is required.

The starting point for reporting risk is within **service business plans**, where risks are regularly monitored and updated. Risks are also reported within **directorate risk registers** which are discussed by DMTs at least quarterly.

The **strategic risk register** is where strategic risks to the council are reported. This register is regularly presented to governance groups and committees within the organisation who provide an objective assessment of the effectiveness of the arrangements in place. The arrangements for reporting on strategic risks to the council is as follows:

Governance group/committee	Reporting arrangements
Cabinet	The strategic risk register is presented to Cabinet six-monthly to allow cabinet members to assure themselves that the risks identified are accurate and that the controls in place are appropriate.
Strategic Leadership Team	The strategic risk register is presented to SLT six-monthly. This provides SLT with an opportunity to verify the levels and proportionality of the risks, and to assess whether the previously agreed mitigating actions have been delivered in accordance with expectations and that further proposed actions are credible and likely to improve the risk position.
Performance & Overview Scrutiny Committee	The strategic risk register is reported to this committee six-monthly. This is in line with the committee's responsibility to ensure that strategic risks have been appropriately identified and are being managed proportionately.
Governance and Audit Committee	An assessment of the effectiveness of risk management arrangements accompanied by a summary of the strategic risk register is presented to this committee six-monthly. This is in line with the committee's responsibility to ensure that a robust risk management framework is in place.

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Integrated Impact Assessment document

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

<p>Name of the Officer completing the evaluation Richard Jones</p> <p>Phone no: E-mail: richardjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>A review of the Council's strategic risk management policy and guidance to strengthen arrangements, informed by feedback received and ensure it reflects the Council's current governance arrangements.</p>
<p>Name of Service area</p> <p>All Services</p>	<p>Date: 17/05/2024</p>

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

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks that relate to specific protected characteristics.	None identified at this stage	No further actions are proposed
Disability	As above.	As above.	As above.

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

2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks that relate to socio-economic disadvantage.	None identified at this stage	No further actions are proposed

3. Policy making and the Welsh language.


How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language no less favourably	This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks that relate to the use of the Welsh Language.	None identified at this stage	No further actions are proposed
Operational Recruitment & Training of workforce	As above.	As above.	As above.
Service delivery Use of Welsh language in service delivery Promoting use of the language	As above.	As above.	As above.





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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The risk management policy and guidance include recognition of risk management as being one of the core areas of activities identified in the Well-being of Future Generations Act that the Council particularly needs to focus on. Consideration will need to be given to the requirements under the act and five ways of working when assessing risks to support their management.</p>	<p>No further actions are proposed</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>As above.</p>	<p>As above.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>As above.</p>	<p>As above.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>As above.</p>	<p>As above.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>As above.</p>	<p>As above.</p>
<p>A Wales of vibrant culture and thriving Welsh language</p>	<p>As above.</p>	<p>As above.</p>

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

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The risk management policy and guidance include recognition of risk management as being one of the core areas of activities identified in the Well-being of Future Generations Act that the Council particularly needs to focus on. Consideration will need to be given to the requirements under the act and five ways of working when assessing risks to support their management.</p>	<p>In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that will impact future generations at community level but will have a lesser impact on the medium-term delivery of council services, is an area for continued development.</p> <p>The updated strategic risk policy includes the need to consider both current risks that require immediate treatment, and risks that may become more prominent in the future, including the production of a Risk Radar Report on an annual basis to support horizon scanning and inform risk identification.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration Working together with other partners to deliver objectives</p>	As above.	No further actions are proposed
 <p>Involvement Involving those with an interest and seeking their views</p>	As above.	No further actions are proposed
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	As above.	No further actions are proposed
 <p>Integration Considering impact on all wellbeing goals together and on other bodies</p>	As above.	No further actions are proposed

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks that relate to safeguarding.	None identified at this stage.	No further actions are proposed
Corporate Parenting	This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks that relate to corporate Parenting .	None identified at this stage.	No further actions are proposed

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

The reviewed Strategic Risk Management Policy has been informed by evidence from our own self-assessment, the work of Governance & Audit Committee and a recent Internal Audit review. Risk Management practice and guidance has also been researched and used to inform its development.

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

This strategic risk management policy and guidance sets out the Council's policy and approach to strategic risk management. Implementing the policy will ensure that risk management is effective and consistent across the organisation including any strategic risks related to areas assessed in this form.

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

What are you going to do	When are you going to do it?	Who is responsible
Produce a Risk Radar Report on an annual basis to support horizon scanning and inform risk identification.	April 2025	Performance and Data Insight Manager

10. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this

process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	For Cabinet approval	05/06/2024	

SUBJECT: PEOPLE STRATEGY

MEETING: CABINET

DATE: 5 June 2024

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To seek Cabinet approval of a new People Strategy, which is one of a suite of enabling strategies that sit underneath the Community and Corporate Plan to ensure that the authority's resources are aligned with the delivery of its purpose.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approve the People Strategy and objectives.
- 2.2 That Cabinet approve the associated action plan and task the responsible Cabinet member and Chief Officer with keeping this under continual review, updating in response to new challenges and opportunities.

3. KEY ISSUES:

- 3.1 The Community and Corporate Plan established a clear purpose for Monmouthshire to be a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. This strategy is underpinned by a series of enabling strategies including the Finance Strategy and Asset Management Strategy and Plan. Together these ensure that all of the council's assets and resources are aligned behind its purpose.
- 3.2 The People Strategy creates the framework for us to support and develop our colleagues so that everyone's contribution can be maximised. The strategy highlights the opportunities and challenges we face. It also describes the things that need to be in place for our colleagues to thrive and succeed.
- 3.3 Monmouthshire is an attractive place to live and work which has a positive effect on our ability to recruit and retain good people. We're a values-based organisation with a loyal, dedicated and hard-working team delivering the things they were employed to do. The authority benefitted from early adoption of agile working approaches and digital technology which gave us an advantage in the recruitment market. However, the pandemic accelerated the adoption of these approaches by others meaning they are now commonplace. We no longer stand out as we once did, and need to work hard to ensure we remain an employer of choice in a competitive employment market.

- 3.4 The nature of the workplace and the workforce is changing across the UK and globally. Younger workers are less likely to remain with an employer for life, with more people having portfolio careers. They are not as focused on final salaries and are more likely to job-hop to increase their earnings. We do not currently have the opportunities in place in all areas to ensure we can develop people for the long-term, although there are notable exceptions such as Social Care and Health which has benefitted from the Social Care Workforce Development Grant.
- 3.5 We have increased the size of our workforce over the past ten years, but our payroll costs are decreasing in real terms as a result of below inflation pay increases. In key areas staffing is being afforded by grants for specific projects. This creates a risk that we are increasingly dependent on unsecure and short-term funding and therefore more vulnerable if grants were to be removed. This also creates challenges for some colleagues who find themselves employed on a series of short-term contracts denying them the stability they are seeking.
- 3.6 We need to better understand the challenges and opportunities afforded by automation and generative artificial intelligence. These brings significant potential to improve productivity with research showing that this can bring about greater equality in earnings in some professions. However, we are also aware that it can result in the reinforcement of historical biases. It should be used to complement the compassion, empathy and problem-solving skills of our colleagues with the decisions that affect peoples' lives being made by colleagues rather than computers.
- 3.7 During the development of the strategy we've been talking to teams about the things they need to succeed in the workplace. These range from autonomy and a clear purpose which recur frequently in academic research through to better access to online learning. The strategy sets out more detail on these things. What was evident through these conversations was the passion colleagues had for Monmouthshire.
- 3.8 All of this has informed the development of a series of objectives focused on our culture, capacity, capability and the contribution. These are shown under six themes:
- Involved and Informed – A clear purpose, supported by an enabling culture where colleagues have the information they need, and are empowered to make a difference to the people we serve.
 - Diverse and Inclusive – A workforce with a diverse range of experiences, skills and backgrounds where people can be themselves.
 - Learning and Developing – People can access the training they need to do their job and the development opportunities to take the next step in their career.
 - Recruiting and Retaining – We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.
 - Health and Well-being – People have access to the resources to manage their own well-being and can access tiered support to help them back to work if they experience sickness related absence.
 - Innovative and creative – People have the mindset, skills and support needed to develop and implement the solutions, including the use of technology, to the biggest challenges facing the council and the communities it serves.

- 3.8 These objectives will be delivered through an action plan which is attached as an appendix. These include:
- Launch a new e-recruitment system to improve process efficiency and the recruitment and onboarding experience for recruiting managers, applicants and new employees.
 - Pilot and roll-out a new appraisal scheme so that we can ensure clear alignment between the work of our colleagues and the priorities of the council – and use this to develop a training needs analysis.
 - Launch the new e-learning system to ensure staff can access the training they need to do their current role and the development opportunities they need to take their career to the next level while improving the efficiency and effectiveness of our back-office processes.
 - Build on our recently attained Disability Confident Employer status to ensure we attract and retain a diversity of talent and reduce the disability pay gap.
 - Continue to develop and promote our well-being offer and staff benefits package.
 - Support staff to take action to reduce their carbon footprint – both in the workplace, at home and while travelling.
 - Improve our use and analysis of workforce data.
- The actions will continually evolve in response to feedback and emerging best practice.
- 3.9 The People Strategy will achieve nothing if it remains a series of pixels on a screen. Our colleagues need to live and breathe it. It will be communicated in a variety of bite-size chunks appropriate to the location and audience. If we are successful, we would expect to be able to see this in a number of key metrics including increased job applications and reduced sickness absence.
- 3.10 Our people are our most important asset. They are the means by which we achieve almost everything we do in our communities. If we get this right, then we will create and sustain the conditions and culture in which they thrive and succeed.

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

- 4.1 The impact assessment has highlighted the potential for the People Strategy to have a positive impact on groups possessing protected characteristics. For example, by committing to narrowing the gender pay gap and building on our recently achieved status as a Disability Confident Employer. However, there is more work needing to be done to tackle the legacy of the structural inequalities prevalent in society. We will continue to learn and develop our action plan in response.
- 4.2 The evaluation identified that the strategy has the potential to have a positive effect on safeguarding, corporate parenting and the Welsh language.

5. OPTIONS APPRAISAL

At a headline level the options were to produce a strategy or not produce a strategy. Not producing a strategy would introduce a risk that we were not able to get the best from our workforce.

6. EVALUATION CRITERIA

There will be an annual progress report, underpinned by a series of metrics which will be published more frequently as part of our day-to-day operational management. They include:

- Turnover
- Number of jobs that need to be readvertised
- Sickness absence
- Gender and disability pay gaps
- Employee satisfaction

7. REASONS:

7.1 To ensure that the authority's resources are aligned with the delivery of its purpose.

8. RESOURCE IMPLICATIONS:

8.1 The strategy itself does not require any resource commitments above those already in place. However, people are arguable our biggest single resource with payroll costs of around £100M. We have choices about *what* the people in our employment do – that it set by the community and Corporate Plan, as well as legislation and political direction. Of equal importance is *how* they do it. Not making effective use of this resource carries significant opportunity cost in terms of the capacity, capability and contribution made by our workforce.

9. CONSULTEES:

Cabinet
Strategic Leadership Team
Chair of Governance and Audit Committee
Joint Advisory Group
Groups of local authority staff

The strategy has been shaped following engagement with a number of staff groups. This has led to several changes and additions. For example, additions to the 'what people tell us they need' section, as well as adjustments to the objectives themselves.

10. BACKGROUND PAPERS:

None

11. AUTHOR:

Matthew Gatehouse, Chief Officer – People, Performance and Partnerships

12. CONTACT DETAILS:

Tel: 0778 555 6727

E-mail: matthewgatehouse@monmouthshire.gov.uk

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Integrated Impact Assessment document

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

<p>Name of the Officer: Matthew Gatehouse</p> <p>Phone no: 01633 644397 E-mail: matthewgatehouse@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>To seek Cabinet approval of a revised People Strategy, which is one of a suite of enabling strategies that sit underneath the Community and Corporate Plan to ensure that the authority's resources are aligned with the delivery of its purpose.</p>
<p>Name of Service area: People Services</p>	<p>Date: 20/5/2024</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The People Strategy should improve our ability to attract and retain people with the wide range of protected characteristics including age.	None identified at this stage	
Disability	We have recently attained Disability Confident Employer (Level 2) Status and will now build on this to ensure we recruit, retain and develop disabled people.	None identified at this stage	We will self-evaluate our progress as part of the Department of Work and Pensions Scheme and use the findings to improve practice.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training</i>		
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>		
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	<p><i>.Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy & Traveller, migrant communities and recording of racist incidents etc</i></p>		
Religion or Belief	<p><i>.What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training</i></p>		
Sex	<p><i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i></p>		
Sexual Orientation	<p><i>.Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training</i></p>		

2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	<i>Socio-economic disadvantage can be defined as living in less favourable social and economic circumstances than others in society. Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. What evidence do you have about socio-economic disadvantage and inequalities of outcome in relation to this proposal? Will it impact disproportionately on certain groups? Can the proposals be improved to reduce inequalities of outcome?</i>	<i>Describe any negative impacts that your proposal/s will have on people or groups of people who suffer socio-economic disadvantage.</i>	<i>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage.</i>

3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
Policy Making Effects on the use of the Welsh language, Promoting Welsh language Treating the Welsh language no less favourably	<p><i>1. We would like to know your views on the effects that the proposals would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English. What effects do you think there would be? How could positive effects be increased, or negative effects be mitigated?</i></p> <p><i>2. Please also explain how you believe the proposals could be improved so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language?</i></p>		
Operational Recruitment & Training of workforce	<p><i>If you are advertising new posts you must carefully consider whether these roles require the ability to communicate through Welsh and English (either desirable or essential). This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also we need to consider additional training when appointing staff that have existing Welsh language skills.</i></p>		
Service delivery	When advertising our services you must promote the fact that people can deal with the council in Welsh by phone, email, twitter,		



Use of Welsh language in service delivery	facebook, letters, forms, website transactions etc		
Promoting use of the language			




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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs		
A resilient Wales Maintain and enhance biodiversity and land, river and coastal ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood		
A Wales of cohesive communities Communities are attractive, viable, safe and well connected		
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	<i>This includes the protected characteristics listed in Section 1 above, and you can add more detail there. Don't forget to think about the impacts on poverty</i>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (guidance says at least 10 years, but preferably 25)</i></p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 297 507">Involvement</p> <p data-bbox="349 256 517 440">Involving those with an interest and seeking their views</p>	<p data-bbox="544 256 1328 363"><i>Who are the stakeholders who will be affected by your proposal? Have they been involved? Do those people reflect the diversity of the area which is served?</i></p>	
 <p data-bbox="152 759 293 786">Prevention</p> <p data-bbox="349 520 506 818">Putting resources into preventing problems occurring or getting worse</p>		
 <p data-bbox="159 1098 300 1125">Integration</p> <p data-bbox="349 858 517 1121">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="544 858 1305 1042"><i>.There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts. Also think about impacts the proposal may have on other organisations</i></p>	

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 18th birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<i>.Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect</i>	
Corporate Parenting	<i>We already offer guaranteed interviews for care leavers. This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		

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

This will include your baseline position, measures and studies that have informed your thinking and the recommendation you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation have had a positive or negative effect. Data sources include for example:

- Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users
- Qualitative data – data that furnishes evidence of people’s perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys
- Local population data including the census figures
- Household survey data
- Service User Data e.g. from My Monmouthshire, FLO, PLANT, Mayrise, ONE etc
- Evidence and data from Monmouthshire’s Well-being Assessment
- Recommendations from Scrutiny or following consultation
- Comparisons with similar policies in other authorities
- Academic publications, research reports, consultants’ reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors
- Equalities dashboard link. [Equality data dashboard for EQIA's 2020.xlsx](#)

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

This section should summarise the key issues arising from the evaluation. This summary must be included in the Committee report template

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

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

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		

People Strategy



monmouthshire
sir fynwy

Version Control

Title	People Strategy
Purpose	To ensure we create the conditions for our colleagues to maximise their contribution to achieving the authority's purpose as set in the Community and Corporate Plan
Owner	Chief Officer – People, Performance and Partnerships
Approved by	Not yet approved – scheduled for Cabinet decision on 5 June
Date	28/5/2024
Version Number	1.0
Status	Draft
Review Frequency	Following any update to the Community and Corporate Plan
Next review date	May 2027
Consultation	Staff Consultation, Joint Advisory Group (Trade Unions), Strategic Leadership Team, Cabinet.

1. Our Strategic Context

The Community and Corporate Plan sets our ambition for the council and county of Monmouthshire. Our purpose is for Monmouthshire to be a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. To achieve this, it's important that we make best use of all of the authority's resources, be that budgets, people, buildings or land. We have a series of enabling strategies and plans to make sure this happens.

The world of work is changing. We've seen a much tighter employment market in recent years making it harder to fill some key jobs. New generations entering the workforce have different expectations to those who came before them. For example, we see far more use of short-term contracts and people are more likely to have portfolio careers than stay with one employer for their whole life.

Alongside this we face a growing financial challenge. We have forecast a significant budget shortfall in the medium term. This means we simply don't have the money to keep doing everything we are doing now in the same way. This is because of challenges being seen across society such as greater demand and complexity in adult social care, increasing homelessness and rising prices for the things we buy such as fuel for refuse wagons and the buses that take children to school and heat the classrooms they are taught in. We also have a clearly stated ambition to work with and alongside our communities to deliver our purpose. There are countless people throughout the county who care passionately about their place. Achieving our ambition for Monmouthshire depends on the efforts of people on and off our payroll including volunteers, partners, foster carers and contractors. This document does not cover the work of all of these groups, but it recognises that our colleagues need to have the skills and mindsets to work with them for the good of all.

Our People Strategy sets out how we will maximise our colleagues' contributions within the available financial resources. This document does not set out *what* people do. That is the preserve of our elected councillors, headteachers and governing bodies. This strategy is about *how* people work. People are our most important asset, with payroll costs making up almost half of our revenue budget. Almost everything we do to serve our communities is delivered by our people. Our colleagues collect bins, repair roads, support vulnerable people to live at home, teach children in schools, drive buses and much more. Our People Strategy exists to make sure we make the very best of these skills and talents.

2. Our Culture and Values

A healthy and effective organisational culture is essential if we are to succeed in delivering our strategies and achieving our purpose. A positive culture allows employees to understand the organisation and feel that their voice matters. This will translate into everything they do through to the quality of service received by our residents, businesses and visitors. Importantly it also leads to workforce satisfaction and retention.

We pride ourselves on being a values-based organisation. Values matter to us. They set our expectations for ourselves, each other and those we work with. Our value set was created by our colleagues many years ago and has stood the test of time.

- Teamwork – Collaboration is at the heart of everything we do. We will work with you and our partners to support and inspire everyone to get involved. We will make the best of the ideas, and resources available to do the things that most positively impact our people and places.
- Openness - We are open and honest. People have the chance to be involved and tell us what matters.
- Flexibility - We are flexible, enabling delivery of the most effective and efficient services. This means working with everyone to embrace new ways of working.
- Fairness - We provide opportunities for all people and communities to thrive. We will always try to treat everyone fairly and consistently; we will sometimes need to take positive action to overcome some of the challenges faced by people with different protected characteristics.
- 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.

If we get this right, it should be clear to ourselves and those we work with. There's a table further on in the strategy that sets this out, but first it's important to understand some of the opportunities and challenges facing us – and to establish the things we need to prioritise as a result.



3. Our Workforce Context – Where are we now?

Strengths and Opportunities

- A loyal, dedicated and talented workforce, delivering the things they were employed to do.
- We have traditionally attracted people from a wide range of backgrounds, drawn by the culture and profile of our organisation.
- We've benefitted from strong retention of good people. Our organisational culture is central to this.
- Monmouthshire is an attractive place to live and work. We have great connections to large population centres like Cardiff, Newport and Bristol, which increases our potential recruitment area.
- As a small organisation we can't afford, or indeed justify, having every specialist we need on our payroll. From time-to-time we use external consultants and advisors which is a cost-effective way to bring in technical expertise and expose our staff to new skills without incurring the ongoing costs.
- A strong well-being offer, including the 'Go To' group, People Leaders Q&A, *Digital Cwtch*, free counselling and a well-regarded occupational health service.
- We have a flexible approach and, for many jobs, people don't need to travel to their base every day. This means we can recruit people who may live further afield and are enabled by technology to perform their roles remotely.
- There are opportunities afforded by automation and generative AI, to increase productivity. Some teams may previously have moved to a position of optimum efficiency, but developments in technology have reset the bar on what's possible.
- Most people tell us that our organisation is friendly and welcoming. We have some unevenness of practice but, in most parts, we operate as a networked rather than a hierarchical organisation.
- We benefit from positive officer/member relations and good working relationships with trade unions, evidenced through the Joint Advisory Group.
- A well-regarded defined benefits pension scheme can act as a draw to those looking to move from the private sector and increases our ability to retain workers in the final years of their careers.
- We are a large employer and also have a significant spend with suppliers and contractors which gives us the opportunity to have a positive effect on the employment practices in other organisations, for example through the specifications in our tender documentation.



Areas for Development and Challenges

- We were an early adopter of remote and hybrid working, which gives us a good selling point when recruiting. The pandemic accelerated the adoption of these approaches by others which has eroded that competitive advantage.
- Hybrid working means that some teams do not come together in person or only do so infrequently. This can inhibit creativity and stop new workers establishing the same sense of connection or growing networks within the wider organisation. However, this applies to only a small percentage of our total workforce. The vast majority of our colleagues perform roles that require them to be with clients, in vehicles, schools, libraries or leisure centres where they provide a service to the public.
- There is an unevenness in management practices across the organisation, for example some colleagues have roles that are suitable for remote working but this isn't being enabled.
- We do not have all of the development pathways in place to retain younger workers who are more likely to have portfolio careers and want to gain development and transferable skills from an employer. National research indicates that this group are not as focused on final salaries and are more likely to job-hop to increase their earnings.
- We have an older workforce, with an average (mean) age of 46 with the most common (modal) age being 55. Many people perform physically demanding jobs which become harder as we get older. We don't always have arrangements in place to help them transition into different types of work to enable them to remain in the organisation.
- Turnover in 2022-23 and 2023-24 was higher than we have typically seen in the previous ten years. This is something we need to be mindful of. This may be an adjustment after lower-than-average turnover during the pandemic when less people were moving jobs.
- We have a large number of roles which are unique to one individual creating a single point of strength but also a potential single point of weakness.
- Our sickness figures are broadly unchanged in recent years but are marginally above industry average.
- 25% of absences were down to mental health in 2019-20 compared to 24% in 2022-23. We now record work related stress as a distinct absence category. Around a third of stress absences were work related. We need to recognise that wider economic pressures are likely to be affecting many people outside of work.
- High property prices in our area mean those in lower paid professions cannot always afford to live in the area and must travel into the county.
- Our total payroll bill has increased by 3.6% over the past ten years which is significantly below the rate of inflation over the same period. Public sector pay restraint means our payroll costs, and colleagues pay, has reduced in real terms.
- We have increased the size of our workforce over the past ten years but the increased staffing is being costed to specific grants, usually from the Welsh or UK Government. This creates a risk that we are increasingly dependent on insecure and short-term grant funding for core front line service delivery and therefore more vulnerable if they were to be removed.
- Increased use of fixed-terms contracts increases uncertainty for colleagues who are worried about their own futures and can reduce the sense of attachment and belonging they have, potentially leading to increased turnover. It also creates pressure on support services like HR and Finance, where teams are doing more with less.
- We have a low ratio of HR staff to employees meaning we are often reacting to problems and operational issues rather than deploying HR business partners to strategically support change.
- The financial and demand pressures we face mean we need to continually redesign how we do things. Our organisation development capacity is very small affecting our ability to implement transformational change.

What People tell us they need to Thrive and Succeed.

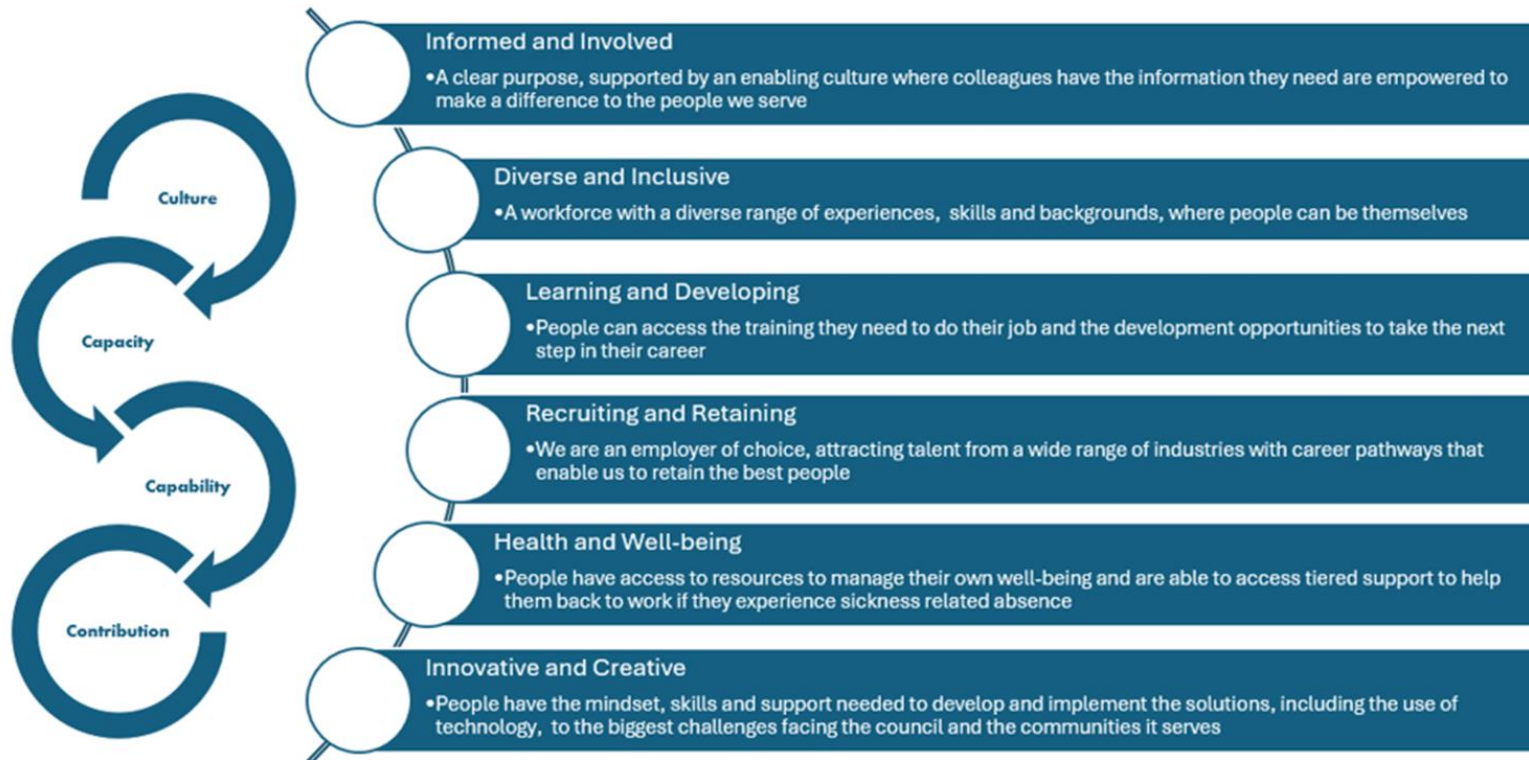
There is a rich body of research into the factors that increase employee motivation and engagement. We've examined this and spoken with our colleagues about what matters to them. This has resulted in a set of conditions, the things we need to have in place to make sure everyone is able to give their best for the people of Monmouthshire.

- **Autonomy** – The freedom to make decisions, express creativity and navigate work with a sense of control.
- **Inclusivity** – Colleagues perspectives are not just acknowledged but celebrated and there is opportunity to be involved in the discussions and decisions that shape how work is done.
- **Learning and Development** – The opportunity to improve in their current role.
- **Career Progression Pathway / Opportunities** – Many colleagues want the chance to develop new skills that will help them progress their career.
- **Recognition for their Effort and Contribution** – People work hard, many put in more hours and effort than we have any right to expect.
- **Accountability** – Sometimes people will not get it right. Pushing boundaries and mistakes made in the name of innovation are an opportunity to learn, but where people are consistently not delivering or under-performing they need to be held accountable.
- **Safe Working Environment** – People need to feel safe and comfortable in their work environment.
- **The Tools to do the Job** – People need to have the right tools to do the job, whether that is plant and machinery or a waterproof jacket.
- **Flexibility** – Not all jobs are the same, but where possible employees will have flexibility in where and when they do their job. Purpose and achievement are more important than where people are sat or the time they work.
- **Well-being** – An offer which is integrated into how we work rather than an add-on.
- **Work/Life Balance** – Many teams are stretched. It's important that people can take time away from work and are not continually checking e-mails or messages when they are on leave just to keep up.
- **Certainty and Stability** – We do not use zero hours contracts, but we also need to ensure that we do everything we can to provide stability and a sense of belonging for those colleagues employees on fixed term contracts.
- **Purpose** – Ensuring a connection to the wider purpose of the organisation and an understanding their contribution to the whole.
- **Two-Way Communication** – To be involved in developing ideas and having an understanding of the decisions that are being made and what it means for them.
- **Values** – To know that the organisation is holding true to its values.
- **Belief / Hope / Confidence** – that challenging times will not last for ever.
- **Social Connections and Professional Networks** – Some groups of staff are spending more time working from home. This can be isolating, reduce informal learning opportunities and loosen the bonds that exist between colleagues which can help people through difficult times.

We have used this to inform the development of the objectives and action plan. This list isn't static and we will continue to evolve our understanding through discussions with our colleagues and engagement with professionals and academics in the sector.

Our Objectives

We have drawn together all of this information to produce six objectives. This is followed by a table that sets out what we expect people to see and feel if we get this right:



What this Looks Like

For Colleagues	For Leaders	For the Organisation	For Residents
<ul style="list-style-type: none"> • Colleagues understand their role and how it contributes to the authority’s purpose. • Colleagues can demonstrate how they live the authority’s values. • Colleagues are able to contribute ideas and are recognised for their contribution. • Colleagues have regular discussions about their performance and opportunities for development. • Colleagues are accessing training for their current role and to support career development. • Colleagues have the equipment they need to do their jobs effectively. • Colleagues have access to a range of tools to manage well-being. • Colleagues have the skills and mindsets to work across geographical and organisational boundaries. 	<ul style="list-style-type: none"> • Leaders understand their role and how it contributes to the authority’s purpose. • Leaders demonstrate positive leadership underpinned by authority’s values. • Leaders communicate key decisions from Council and Cabinet. • Leaders take ownership of and proactively manage change. • Leaders have conversations with team members to manage their performance and keep them motivated. • Leaders take well-being and work/life balance seriously and help colleagues enhance these. • Leaders develop their teams and grow new leaders. • Leaders celebrate success and recognise effort and contribution. 	<ul style="list-style-type: none"> • We can evidence progress towards objectives in the Community and Corporate Plan. • We can demonstrate our values and this is recognised by councillors, residents and businesses. • We have confidence in our workforce to deliver – and celebrate success. • We make the best use of our peoples’ talents and create the capacity to deliver our objectives. • We are an employer of choice in our own sector and beyond. • We continually learn from and apply cutting edge practice. 	<ul style="list-style-type: none"> • We will always aim to put the customer at the heart of all we do. • Our staff will be polite, turn up on time and have a ‘can do’ attitude. • If you talk to someone and they can’t help you, they will do their best to put you in touch with someone who can.

Action Plan

The actions below describe some the immediate things we will put in place to help achieve our objectives. There is additional activity being developed that will contribute and which will feature in future updates of this action plan. The action plan will also be enhanced by more detailed activity within service business plans at team level.

	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Informed and Involved	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Develop a new approach to staff appraisal to ensure that everyone can articulate their contribution to the organisation's purpose and give us a clear understanding of training and development needs.	Head of Organisation and Workforce Development	<ul style="list-style-type: none"> • New appraisal scheme launched – July 2024 • Percentage of staff receiving an appraisal • Training needed analysis in place – March 2025
	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Develop a programme to roll-out the skills and tools taught as part of the InFuSe programme and ensure these are targeted at the biggest challenges facing the organisation alongside operational efficiencies. <i>(This action is also featured under 'Innovative and Creative')</i>	Chief Officer – People, Performance and Partnerships Deputy Chief Executive	<ul style="list-style-type: none"> • Programme in place – December 2024
	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Improve briefing and cascade of information to our workforce about the business of Council and Cabinet to maintain the connection to the direction set by, and decisions taken by, our politicians.	Chief Officer – People, Performance and Partnerships	<ul style="list-style-type: none"> • New staff survey in place – March 2025 • Measures to be informed by staff survey – March 2025

	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Informed and Involved	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Improve our use and analysis of workforce data.	Chief Officer – People, Performance and Partnerships	<ul style="list-style-type: none"> Workforce data is featured in all service business plans and a whole authority dashboard – September 2024
	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Ensure clear communication about new starters, leavers and internal promotions so colleagues and councillors always know who is responsible for key areas of work.	Head of Human Resources	<ul style="list-style-type: none"> New section features in our regular staff newsletter 'The Compass' – September 2024
	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Develop a series of face-to-face staff briefing and events which build on the <i>Digital Cwtch</i> and other online events to maintain the connections and networks that promote the values and culture of the organisation and involve staff in developing the ideas that will be the lifeblood of future public service delivery.	Head of Organisation and Workforce Development	<ul style="list-style-type: none"> Programme of activity in place Measures to be informed by staff survey – March 2025
	A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.	Support our staff to take action to reduce their carbon footprint – both in the workplace, at home and while travelling.	Head of Human Resources Head of Decarbonisation, Transport and Support Services	<ul style="list-style-type: none"> Measured by commuting data from Net Zero Carbon submission to Welsh Government

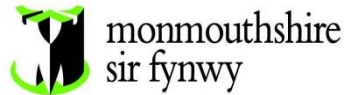
	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Diverse and Inclusive	A workforce with a diverse range of experiences, skills and backgrounds where people can be themselves.	Build on our recently attained Disability Confident Employer status to ensure we attract and retain a diversity of talent and reduce the disability pay gap.	Equality and Welsh Language Manager	<ul style="list-style-type: none"> • Average difference in pay between employees who are disabled and those who are not (£)
	A workforce with a diverse range of experiences, skills and backgrounds where people can be themselves.	Undertake research to identify the actions likely to have greatest success in reducing the gender pay gap in the authority.	Equality and Welsh Language Manager Head of Human Resources	<ul style="list-style-type: none"> • Research concluded and recommendations made – September 2025 • Average difference in pay between males and females (£)
	A workforce with a diverse range of experiences, skills and backgrounds where people can be themselves.	Encourage and support the development of staff groups to share experiences and identify opportunities for support, building on the example of the dyslexia group started by colleagues.	Equality and Welsh Language Manager Head of Human Resources	<ul style="list-style-type: none"> • Existence of more staff groups
Learning and Development	People can access the training they need to do their job and the development opportunities to take the next step in their career.	Launch the new e-learning system (Thinqi) to ensure staff can access the training they need to do their current role and the development opportunities they need to take their career to the next level.	Head of Organisation and Workforce Development	<ul style="list-style-type: none"> • E-learning system launched authority-wide – June 2024 • Percentage of non-teaching workforce accessing courses on Thinqi.

	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Learning and Development	People can access the training they need to do their job and the development opportunities to take the next step in their career.	Create a new training space for the organisation to reduce costs and ensure we have a physical space for learning to accompany our new online platform.	Head of Organisation and Workforce Development	<ul style="list-style-type: none"> • New training space is in place – 2025
	People can access the training they need to do their job and the development opportunities to take the next step in their career.	Ensure our workforce have the knowledge and skills to achieve objectives in the Community and Corporate Plan.	Head Organisation and Workforce Development	<ul style="list-style-type: none"> • To be measured via individual performance appraisals
Recruiting and Retaining	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Embed workforce planning across the organisation to address shortages and ensure career pathways are in place.	Head of Human Resources	<ul style="list-style-type: none"> • Staff turnover • Expenditure on agency staff • Measures to be informed by staff survey – March 2025
	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Create a pathway to enable colleagues in physically demanding roles to develop the skills and knowledge to secure other roles at later stages of their careers.	Head of Human Resources	<ul style="list-style-type: none"> • Pathway in place • To be measured by retention data in key departments
	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Introduce a new scheme for work experience, apprenticeships and graduate recruitment.	Head Organisation and Workforce Development	<ul style="list-style-type: none"> • New scheme in place – December 2024 • Number of i) apprentices ii) interns iii) graduates employed by the council

	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Recruiting and Retaining	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Launch a new e-recruitment system to improve process efficiency and improve the recruitment and onboarding experience for recruiting managers and potential and new employees.	Head of Systems and Payroll	<ul style="list-style-type: none"> E-recruitment system in place – June 2024 Average number of applicants for each new role
	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Promote career development opportunities to ensure that we keep good people in local government.	Chief Officer – People, Performance and Partnerships	<ul style="list-style-type: none"> Turnover (%) Measures to be informed by staff survey – March 2025
	We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.	Build and use networks to attract talent and ensure our workforce are continually seeking the ideas and cutting-edge practice that could be applied in Monmouthshire.	Chief Officer – People, Performance and Partnerships	<ul style="list-style-type: none"> Measures to be informed by staff survey – March 2025
Health and Well-being	Colleagues have access to the resources to manage their own well-being and can access tiered support to help them back to work if they experience sickness related absence.	Continue to develop and promote our well-being offer and staff benefits package.	Head of Human Resources	<ul style="list-style-type: none"> New staff benefits page in place – September 2025 Measures to be informed by staff survey – March 2025 Sickness absence (%)
	Colleagues have access to the resources to manage their own well-being and can access tiered support to help them back to work if they experience sickness related absence.	Undertake audits of our culture to ensure that we have early signs of any emerging issues that need to be addressed.	Head Organisation and Workforce Development	<ul style="list-style-type: none"> Culture audit undertaken – March 2026

	Objective	Action	Responsible Officer	Measures / Milestones & Timescale
Innovative and Creative	People have the mindset, skills and support needed to develop and implement the solutions, including the use of technology, to the biggest challenges facing the council and the communities we serve.	Ensure that we have a good understanding of the future of work, in areas such as automation and artificial intelligence, and use these to inform our workforce development.	Head Organisation and Workforce Development	<ul style="list-style-type: none"> • Milestone to be identified as this work is developed.
	People have the mindset, skills and support needed to develop and implement the solutions, including the use of technology, to the biggest challenges facing the council and the communities we serve.	Develop a programme to roll-out the skills and tools taught as part of the InFuSe programme and ensure these are targeted at the biggest challenges facing the organisation alongside operational efficiencies. <i>(This action is also featured under 'Informed and Involved')</i>	Chief Officer – People, Performance and Partnerships Deputy Chief Executive	<ul style="list-style-type: none"> • Programme in place – December 2024

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SUBJECT:	OUTCOME OF THE STATUTORY CONSULTATION ON PROPOSALS TO INCREASE THE CAPACITY OF YSGOL GYMRAEG Y FENNI
MEETING:	CABINET
DATE:	5TH JUNE 2024

1. PURPOSE:

- 1.1 The purpose of this report is to provide Cabinet with an update on the recent statutory consultation exercise concerning the proposals to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through its relocation to the former Deri View Primary School site.
- 1.2 This report presents the consultation report (appendix 1) to Cabinet and seeks their approval to proceed with the next stages of this statutory process, namely, to publish the required statutory notices.

2. RECOMMENDATIONS:

It is recommended that Members:

- 2.1 note the feedback from the consultation stage of this process, presented through means of the consultation report found under appendix 1.
- 2.2 agree to publish the required statutory notices in line with School Standards and Organisation (Wales) Act 2013 to increase the capacity of Ysgol Gymraeg Y Fenni from 317 places to 420 places (with effect from 1st September 2025) through its relocation to the former Deri View Primary School site.

Statutory notices will be published on the 17th June 2024 for a period of 28 days ending on the 16th July 2024.

3. KEY ISSUES:

- 3.1 The School Organisation Code (2018) places responsibility on local authorities in Wales for ensuring that there are sufficient and suitable school places across the County to educate its children and young people.
- 3.2 The Council has a responsibility under the School Standards and Organisation (Wales) Act 2018 to consult with appropriate stakeholders when considering any significant school reorganisation proposals.
- 3.3 Members will be aware of their previous commitment to relocate Ysgol Gymraeg Y Fenni to the former Deri View primary school site as part of the band B proposals that involved the establishment the 3-19 School in Abergavenny. At their meeting on 17th January 2024, Cabinet gave their approval to engage with key stakeholders on these proposals, which would see the capacity of Ysgol Gymraeg Y Fenni rise from 317 places to 420 places (plus a 60 part time place Meithrin).
- 3.4 The statutory processes concerning these proposals commenced on 29th January 2024, and ran for a period of 6 weeks (including 20 school days) concluding on 11th March 2024.
- 3.5 The consultation report attached under appendix 1 represents the Council's responsibilities in line with the School Standards and Organisation (Wales) Act 2018 to produce a report seeking to inform interested parties of the outcome to the consultation by means of:
 - Summarising each of the issues raised by consultees.
 - Responding to these by means of clarification, amendment to the proposal, or rejection to the concerns with supporting reasons.
 - Setting out Estyn's view (as provided in its consultation response) of the overall merits of the proposal
- 3.6 During the 6 week consultation window, the Council received 18 formal responses to the proposals, with an additional two responses coming from the Education Achievement Service (EAS) and ESTYN.
- 3.7 Officers also held engagement sessions with staff, governors and parents (including interested parties) of Ysgol Gymraeg Y Fenni. The feedback from these sessions have been included within the attached consultation report for members information. It was reassuring to receive such supportive feedback from these important stakeholders who are directly affected by the proposals put forward.

- 3.8 Of the 18 formal responses, 10 (56%) were fully supportive of proposals put forward, with a further 6 responses (33%) supporting aspects of the proposals. However, after unpicking the detail behind these 6 responses we are reassured that all 6 are supportive of the actual proposal itself but have asked for the Council to give consideration to other factors concerning the provision of Welsh medium education. The Council has therefore taken forward that 16 out of 18 (89%) responses received from the community are supportive of proposals.
- 3.9 In addition to the above, responses have been received from both Estyn and the Education Achievement Service, who appear to be fully supportive of the proposals put forward. Their full responses have been detailed in the consultation report.
- 3.10 The Council received 2 responses (11%) from respondents that were not supportive of the proposals, taking the view that investment into Welsh medium education is not a priority for the taxpayers within Monmouthshire. We are reminded that the numbers of Welsh medium learners are increasing within the County, and that we have statutory duty to continue with this upward trend in line with the Wales 2050 strategy.
- 3.11 In line with the School Organisation Code (November 2018), the consultation report is able to make recommendations to the Council's Cabinet on how proposals should proceed. The options available are:
- 1) To publish the proposals as consulted on
 - 2) To publish the proposals as consulted on with any appropriate modifications.
 - 3) To abandon the proposals and maintain the status quo.
 - 4) To significantly recast the proposals and reconsult

The recommendation to Members is that option 1 "To publish the proposals as consulted on" is endorsed in light of the consultation responses received.

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

An integrated impact assessment associated with the proposals has been completed and can be found under appendix 2. This assessment will be reviewed and updated to incorporate the feedback received during the consultation period.

5. OPTIONS APPRAISAL

5.1 The revised Code sets out the following requirement:

‘Following the consultation period, when the proposer is reviewing the proposal prior to publication the proposer is required to carry out a further assessment for the proposal and each of the alternatives that were set out in the proposal paper. This involves the same matters that the proposer was required to assess in formulating the proposal:

- (a) the likely impact on quality and standards in education,
- (b) the likely impact on the community and
- (c) the likely effect of different travelling arrangements.

The purpose of this further assessment is to take account of any further information that has come forward through the consultation or otherwise.’ In its consultation report, the proposer is required to explain its assessment of the proposal and the reasonable alternatives identified, how this assessment differs from their earlier assessment (if at all) and its assessment of any further reasonable alternatives. Finally, the proposer is required to confirm whether it considers the implementation of the proposal, (wholly or partly) to be the most appropriate response to the reasons it identified for the proposal and give reasons for its conclusion.’

A further assessment of the alternative options that were considered prior to the consultation period has been undertaken and is provided below:

5.2 **Option 1** – Do nothing and maintain the status quo. This would mean there would be no change to existing provision, and that Ysgol Gymraeg Y Fenni would remain on its current site with its current published capacity. Following the consultation period there were only a small number of respondents (2) that felt the Council should not be investing in Welsh medium education within the Abergavenny cluster.

The Council has considered the responses and maintains the view that there is a need to improve the teaching and learning facilities for those accessing Welsh medium education within the area, alongside the opportunities to allow for growth of the Welsh language to support the targets in our Welsh Education Strategic Plan (WESP) and National Welsh 2050 strategy.

5.3 **Option 2** – Build a new Welsh medium Community Primary school in Abergavenny to replace Ysgol Gymraeg Y Fenni. There were a small number of respondents (1) who felt that the ideal solution would be to build a brand new primary school for Welsh medium education within the cluster. Whilst we acknowledge that this would provide the ideal option, the Council do not feel that this is a feasible option to take forward, largely due to there being no suitable sites for the new primary school and the funding

available does not allow for a new build. The former Deri View primary school site will be vacant and provides excellent teaching and learning facilities for the Welsh medium community, whilst offering a prompt solution to relieving the accommodation pressures currently experienced on the current Ysgol Gymraeg Y Fenni site.

- 5.4 **Option 3** – Increase the capacity of Ysgol Gymraeg Y Fenni on its current site. The Council did not receive any feedback during the consultation stages of this process to support this option. The Council continues to hold the view that the capacity on the existing site cannot be increased to meet the requirements for a two form entry school, and certainly not within the funding that is available. This option would also leave a purpose build 420 place school with excellent facilities vacant.
- 5.5 **Option 4** – Relocate Ysgol Gymraeg Y Fenni to the site formerly occupied by Deri View Primary School. The majority of consultees engaging in this process were supportive of this option.

Our preferred option remains to be option 4, which is to utilise existing accommodation available at the former Deri View Primary School site in order to increase the capacity of Welsh medium education within the area to 420 places. This option is not only the most financially viable but delivers excellent teaching and learning facilities and a prompt solution to relieving the accommodation pressures currently experienced on the current Ysgol Gymraeg Y Fenni site.

6. REASONS:

- 6.1 The proposal demonstrates our commitment to increasing the number of children accessing Welsh medium education and meets our targets outlined within our Welsh in Education Strategic Plan (WESP). It also is supportive of the National Wales 2050 strategy

7. RESOURCE IMPLICATIONS:

- 7.1 The Council's adopted SOP that formed the proposals to establish a new 3-19 School also identified the relocation of Ysgol Gymraeg Y Fenni to the former Deri View Primary school site. Capital funding in the region of £1million was identified and agreed during this process to support the relocation and undertake any required refurbishment works associated with this proposal.

- 7.2 The proposal would also result in an increase in capacity of Ysgol Gymraeg Y Fenni to become a provision for 420 pupils / two form entry. The school will continue to be funded in line with the adopted funding formula which will allow for the recruitment of additional staff as numbers on roll at the school increase.
- 7.3 The Council currently funds the rental of temporary accommodation located on the site of Ysgol Gymraeg Y Fenni which would be released should proposals be implemented.

8. CONSULTEES:

CYP DMT
SLT
Cabinet Member for Education

People Scrutiny

"The Committee undertook thorough scrutiny of the proposal for relocating Ysgol Gymraeg Y Fenni and offered its support"

9. BACKGROUND PAPERS:

Welsh Government School Organisation Code 2018

10. AUTHOR:

Matt Jones, Access Unit Manager

11. CONTACT DETAILS:

Tel: 01633 644585

E-mail: matthewdjones@monmouthshire.gov.uk



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sir fynwy

CONSULTATION REPORT

Relocation and associated increase in
capacity of Ysgol Gymraeg Y Fenni

Monmouthshire County Council

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1. Introduction

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

The Council has a responsibility under the School Standards and Organisation (Wales) Act 2018 to consult with appropriate stakeholders when considering any significant school reorganisation proposals.

The Council has recently engaged in a statutory consultation process relating to the proposed increase in capacity of Ysgol Gymraeg Y Fenni from 317 places to 420 places. It is proposed that the capacity increase will be achieved through relocating the school to the site formerly occupied by Deri View Primary School.

The purpose of undertaking the statutory consultation process was to seek the views of our community, key stakeholders and partners on the proposal.

This consultation report now represents the council's responsibilities in line with the School Standards and Organisation (Wales) Act 2018 to produce a report seeking to inform interested parties of the outcome to the consultation by means of:

- Summarising each of the issues raised by consultees.
- Responding to these by means of clarification, amendment to the proposal, or rejection to the concerns with supporting reasons.
- Setting out Estyn's view (as provided in its consultation response) of the overall merits of the proposal.

2. Distribution of the Consultation Report

This consultation report has been published on the Monmouthshire County Council Website [School Reorganisation - Monmouthshire](#). We have also contacted the following consultees and interested parties directly to inform them of the publication of this document.

- Parents, carers/guardians and staff members of schools affected by the proposal
- The governing body of any school affected by the proposal
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of schools affected by the proposal
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- All MCC Libraries
- Directors of Education of all bordering LAs – Blaenau Gwent, Newport, Powys, Torfaen, Herefordshire, Gloucestershire
- MCC Youth Service
- GAVO
- Monmouthshire Governors Association
- Teaching trade unions
- Support Staff trade unions
- Welsh Language Commissioner
- Welsh Ministers
- ESTYN
- RHAG
- Mudiad Meithrin
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Consortium
- South East Wales Education Achievement Service
- Gwent Police and Crime Commissioner
- Early Years & Childcare Partnership
- Welsh in Education Forum

In addition to the above list, all parties responding to the consultation who have requested notification have been informed of the publication of this report.

3. Background

The Council is committed to improving the educational achievement and attainment for all children and young people in the county through the provision of an inclusive education system that places the learner at the centre. The Council strives to provide children and young people with the best possible start in life. Investing in all our children's learning and development, ensuring they have the environments, skills and support to flourish and be prepared for the work of the future and meet the demands of a rapidly changing world environment.

Over the last five years, we have made progress towards fulfilling this commitment for the majority of our children and young people. Education remains a top priority for the Council and it is committed to delivering improved performance in educational provision in line with the requirements of the Welsh Government policy and objectives.

At its meeting in October 2017, Cabinet agreed the submission of its Band B proposals to Welsh Government as part of what was then known as the 21st Century Schools Programme. The most significant part of the proposal involved the establishment of an all-through school on the King Henry VIII School site, which would involve the merger of King Henry VIII Comprehensive and Deri View Primary Schools.

However, the scheme also outlined the Council's commitment to increasing its Welsh medium provision within the area, and agreed that the above scheme would provide the opportunity to relocate Ysgol Gymraeg Y Fenni to the 420 place Deri View Primary School site, subject to statutory consultation processes. The Statutory consultation process surrounding the new 3-19 School concluded in January 2022 where Cabinet made the decision to establish the school with effect from September 2023.

The new school has now opened, albeit the primary and secondary provision is currently located on separate sites whilst we await the completion of the new school building works. It is anticipated that the primary elements of the new provision will relocate to the former King Henry VIII Comprehensive School site during the autumn term 2024, leaving the former Deri View Primary School site vacant.

The above has enabled us to engage in the statutory consultation processes required to relocate Ysgol Gymraeg Y Fenni to the 420 place site, with effect from April 2025.

4. A reminder of our proposal

The proposal is to relocate Ysgol Gymraeg Y Fenni from its current site of St Davids Road, Abergavenny, NP7 6HF to the former Deri View Primary School site of Llwynu Lane, Abergavenny, NP7 6AR. The approximate distance between the current site and the proposed site is 0.4 miles.

The proposed relocation of Ysgol Gymraeg Y Fenni will enable the capacity of the School to be increased from its current 317 places (45 per year group) to 420 places (60 per year group) with an additional 60 place Meithrin (nursery).

5. Why did we consult on these proposals?

The Council entered into statutory process regarding these proposals with the following principles in mind:

1) Our Statutory duties

Monmouthshire County Council fully supports and is committed to the Welsh Government's national strategy Cymraeg 2050, which introduces a long-term vision for a Wales where the Welsh Language thrives. The strategy aims to increase the number of Welsh speakers to 1 million by 2050. The Council recognises that in order to contribute to this national target, it must deliver on its statutory duties to ensure that there is growth of the Welsh language across the county. One of the ways of us achieving this growth is to continue to develop and improve our provision of Welsh medium education and the benefits it brings. It is hoped that by doing so, there will be an increase in the demand for Welsh medium school places across the County.

2) Responding to existing Welsh Medium demand

Ysgol Gymraeg Y Fenni is our current Welsh medium primary school that serves the North of the County (Ysgol Gymraeg Trefynwy will open in September 2024 as a seedling provision). The school was originally opened on its current site as a 210 10 place Primary School, with provision available for 30 children per year group. The demand for Welsh medium education across the area has since increased and in response to this demand, the Council has worked closely with the school and its governing body to increase the capacity of the school within the limitations of its current site.

The school now offers a capacity for up to 317 children and young people with year group intake number of 45. In addition to this, the school has a 60 place Meithrin. Unfortunately, the increase in capacity is delivered through temporary accommodation and is not a sustainable option to allow us to reach our

aspirations outlined within the Welsh in Education Strategic Plan (WESP). In addition, there are no opportunities to further increase the capacity of the school on its current site.

3) Quality teaching and learning environments

The Council has committed to ensuring that it offers excellent teaching and learning environments to our children and young people, so that they stand the best chance of achieving excellent outcomes that will set them up for their journey through life.

As mentioned above, the Council over recent years has supported the increase in capacity at Ysgol Gymraeg Y Fenni in response to its growing demand. However, of its 317 available places, 137 places are currently delivered through the use of temporary accommodation, which the Council does not consider to be either suitable or sustainable for the delivery quality teaching and learning in the longer term. In addition to this, the Headteacher and governing body continue to report concerns around the unsustainable pressures on facilities across the site as a result of increasing numbers on roll.

6. Consultation Arrangements

6.1 Methodology

On 17th January 2024 the Council's Cabinet approved the proposals to commence statutory consultation thereby allowing the Council to engage with key stakeholders on increasing the capacity of Ysgol Gymraeg Y Fenni to 420 places

In line with the School Standards and Organisation (Wales) Act 2018, the Council produced a consultation document, published on 29th January 2024, which also represented the commencement of the statutory consultation period. The formal consultation period lasted 8 weeks (including 20 school days), concluding on 11th March 2024.

The consultation document was distributed / links sent to all statutory consultees as listed on page 4 of this document. The consultation document was also published on the Council's website at [School Reorganisation - Monmouthshire](#).

The Council raised awareness of the consultation through means of direct mailshots to all statutory consultees, including parents, staff, and governing bodies of schools affected by the proposal. A marketing campaign was also established, making use of the Council's social media networks throughout the consultation period to advertise the proposals and how consultees could contribute to this process.

Consultees were advised of the following opportunities to respond formally to the consultation proposals:

- Completing the online consultation questionnaire available via [School Reorganisation - Monmouthshire](#)
- Emailing strategicreview@monmouthshire.gov.uk.

6.2 Consultation Meetings

The Council was keen to engage throughout the consultation period with all interested parties.

The school directly affected by the proposal is Ysgol Gymraeg Y Fenni, therefore consultation sessions were held with staff, governors, and parents of the school. A further consultation session was held with a broader audience, allowing engagement with all other parties with an interest in these proposals.

These consultation sessions were held at the proposed new site (former Deri View Primary School) on the following dates / times:

Consultee	Date	Time
Staff	26 th February 2024	16:00 - 16:50
Governors	26 th February 2024	17:00 – 17:50
Parents of Ysgol Gymraeg Y Fenni and other interested parties	26 th February 2024	18:00 – 19:00

The following officers from the Council's Directorate for Children and Young People were in attendance at the consultation sessions, providing stakeholders with the opportunity to learn more about the proposals and ask any questions or raise any concerns.

- Chief Officer for Education
- Finance & Support Services Manager
- Sustainable Communities for Learning Programme Manager
- Access to Learning Manager
- Early Years Manager
- School Admissions and Planning Support Officer

Officers in attendance at the consultation meetings provided reassurance that any comments or concerns raised would be noted and fed into the consultation process. However, consultees were encouraged to continue to submit their formal responses to this consultation through any of the available methods.

Consultation session with staff

The first consultation session was held with staff of Ysgol Gymraeg Y Fenni. There were 9 staff present at the consultation session.

The stakeholders in attendance were keen to learn more about the proposals and were generally very enthusiastic towards the proposed move. A summary of the main points raised during the session and the Council's response is listed below:

Questions / comments	Council Response
How long will the process take in total?	The consultation document outlines the timescales concerning this statutory process. Should the process proceed beyond consultation stages, the final decision will now be taken by Cabinet at their meeting in September 2024.
Will we be expected to move during the school holidays?	No, you will probably have 2 days before summer holidays to pack and then 2 days after to unpack. The Council will manage the move of items to the new site
Will there be separate meetings for Cylch Meithrin as they need to have an opportunity to discuss the proposal?	This consultation is in relation to the increase in capacity and relocation of Ysgol Gymraeg Y Fenni. The Cylch Meithrin is an independent provider currently offering childcare on the site. There won't be any separate consultation meetings with the Clyth Meithrin specifically relating to these proposals, but Sue Hall, Early Years Manager, is

	happy to come and meet with them at any point. We are very much mindful that provision will need to be made available for the Cylch Meithrin at the proposed new site.
Will there be money for the move?	There is approximately £1 million funding allocated for this project to support the move and complete any necessary refurbishment works. Approximately £200K is to cover the backlog maintenance and then the rest is for signage, redecorating etc and any changes that the school may wish to make to ensure this building feels like a new school.
We are concerned that the cost of running a larger school will have a negative impact on our already tight budget.	Funding that the school receives is considered under two areas. Firstly, pupils numbers and secondly square footage of the building. The school will continue to be funded in the same way it is now around pupil numbers, however, in recognition of the increase in square footage the school will receive an uplift to cover the running costs of the larger building.
Will there be any furniture or equipment left for us?	Some of the furniture and equipment will be transferred to the new King Henry VIII 3-19 school as it has been purchased by them. However, there will be some left behind which you will have first choice of to supplement your existing furniture and equipment.
Will we get the same push on advertising and promotion that the new school in Monmouth has had?	The School and governing body is responsible for the promotion of its school. However, there is a Welsh medium promotion group which is heavily focussed on promoting Welsh medium education across the county so would be able to offer support to our 3 Welsh medium schools. This statutory process will provide us with excellent opportunities to market the school through its social media channels.

Consultation session with Governors

The second consultation session was held with Governors of Ysgol Gymraeg Y Fenni. There were 5 governors in attendance at the session.

The stakeholders in attendance were keen to learn more about the proposals and the likely timescales for moving.

A summary of the main points raised during the session and the Council's response are listed below:

Questions / comments	Council Response
We are aware that the King Henry 3-19 project has been delayed, so realistically when are we likely to be moving?	A realistic timescale which takes account of the delays at the 3-19 school is September 2025. The building will be empty by Easter 2025 but it makes sense to complete all necessary works prior to the school moving in.
My previous experience of moving a school is that it is very stressful for all staff especially the SLT and timelines can often change. Is this timeframe realistic?	The Council believes that the timescales of September 2025 is realistic. The timescales allowed for refurbishment between Esster 2025 and September 2025 should be more than sufficient
When will this timeline be confirmed?	We will have more confirmed information on the 3-19 school progress before this Easter break
Do parents know about the current time delay?	The delays to the 3-19 project have been publicised, but are happy send a letter if this helps.
Finance is a huge concern for us as we are facing a huge deficit so we need reassurance that we will be supported, funded for the move, and then promoted.	<p>Funding that the school receives is considered under two areas. Firstly, pupil numbers and secondly square footage of the building. The school will continue to be funded in the same way it is now around pupil numbers, however, in recognition of the increase in square footage the school will receive an uplift to cover the running costs of the larger building.</p> <p>As far as the deficit goes, we will obviously be realistic in our approach to this being recovered but we cannot allow it to continue to grow.</p>
Can someone come to the next Governing Body meeting to speak to all the governors?	Yes, relevant officers will be more than happy to attend any future governing body meeting.
When we move sites the school demographic could change hugely and we will probably have more children with	Schools have adopted the funding formula for how children with additional learning needs are supported. Clearly if

more complex needs, we need to know we will be funded and supported with this change?	there is an increase in the number of children with complex needs that cannot be supported through the delegated budget, the school will be able to follow the appropriate channels to obtain funding support
What time will be given for the move and will any equipment be left for us, we need good IT equipment?	Staff will be given 2 days before summer holidays to pack and then 2 days after to unpack. The Council will take responsibility for relocating items to the new site. Some of the furniture and equipment will be transferred to the new King Henry VIII 3-19 school as it has been purchased by them. However, there will be some left behind which you will have first choice of to supplement your existing furniture and equipment. There will be money for IT in the move costs.
Will we be able to have a meeting nearer the move date to run through finances again?	Yes, relevant officers will be more than happy to meet with governors to discuss their budget
We will need clarification on financing and staffing the change to the Caretaking and cleaning needs for this much bigger site.	Yes, the Council will happily discuss these arrangements with the governing body.

Consultation session with Parents of Ysgol Gymraeg Y Fenni and other interested parties

The third consultation session was held with parents of children at Ysgol Gymraeg Y Fenni and other interested parties. There were 20 consultees present during the session.

The stakeholders in attendance were generally positive about the proposed move and increase in capacity, although felt that the school will need significant support to manage the transition.

A summary of the main points raised during the session and the Council's response is listed below:

Questions / comments	Council response
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Do you envisage any stumbling blocks for this move?	<p>The Council is required under the School Organisation Code Wales (2018) to complete statutory consultation processes around proposals such as these.</p> <p>We cannot at this stage predict the outcome of the consultation and the decision that the Council's Cabinet will take, however, if the consultation demonstrates support towards proposals, we see no reason why they will not move to implementation stage.</p>
How many children currently go to Ysgol Y Fenni?	There are approximately 240 in years Reception to Year 6 and 37 in Meithrin.
Is the Cylch Meithrin moving as well	Yes, although the exact location within the school has not been finalised.
Will there be a meeting for the Cylch to discuss the move?	<p>This consultation is in relation to the increase in capacity and relocation of Ysgol Gymraeg Y Fenni. The Cylch Meithrin is an independent provider currently offering childcare on the site.</p> <p>There won't be any separate consultation meetings with the Clyth Meithrin specifically relating to these proposals, but Sue Hall, Early Years Manager, is happy to come and meet with them at any point. We are very much mindful that provision will need to be made available for the Cylch Meithrin at the proposed new site.</p>
The Cylch were hoping to have children from 6mths old on site so will all our needs be taken into consideration?	We can meet with the Clych Meithrin to discuss their wishes, however it may not be possible to accommodate the very young children. We will need to involve the School to determine the most suitable location for the Cylch Meithrin on the proposed new site.
Is any of the money set aside for the move and refurbishment for the Cylch?	No funding will be allocated to the Clych Meithrin as it is a private organisation.
Will the Acorn centre be empty or will outside people have access to the site?	The Acorn centre will continue to operate, however, it will continue to be completely separate from the school. The area can be locked off and this will be enhanced further when work is carried out.
We have chosen to send our children to Welsh education and don't want them to be surrounded by English language from the Acorn Centre	The Acorn centre will be completely separate and closed off to children of the school

<p>Is there going to be an increase in the school budget for the increase in management of the school that is going to be needed when moving from a 1 form entry school to a 2-form entry school?</p> <p>The management of the move is going to be very stressful for the SLT, quite worrying it will take over their time.</p>	<p>The increase of pupil numbers will be gradual and the funding per pupil head will accompany the increase, but the current management will remain unchanged.</p> <p>The Council has been and will continue to engage with the Headteacher and do not currently have any concerns that this change can't be managed within the existing management structure. The Council will of course continue to offer support throughout the change management process.</p>
<p>What additional funding will be available?</p>	<p>Funding that the school receives is considered under two areas. Firstly, pupil numbers and secondly square footage of the building. The school will continue to be funded in the same way it is now around pupil numbers, however, in recognition of the increase in square footage the school will receive an uplift to cover the running costs of the larger building.</p>
<p>We have in the past had very large class sizes and I worry that this will be the case more often if we move to a bigger site and have a larger intake</p>	<p>All schools are funded through the same funding formula. Schools receive funding based on the number of children on roll, and the formula takes into account and supports the regulations around 1:30 pupil teacher ratios.</p> <p>It is the responsibility of the headteacher and governing body to determine how this funding is used and how the classes across the school will be organised. However, they must be compliant with regulations unless permitted exceptions apply.</p>
<p>Will the new school in Monmouth affect our numbers.</p>	<p>Ysgol Gymraeg Trefynwy is opening in September 2024 as a seedling school, meaning it is not available to all primary age groups. However, as the school grows over the coming years and opens up to all ages groups, it will be expected that children within the Monmouth area</p>

	will attend Trefynwy and not Ysgol Gymraeg Y Fenni.
We need to promote this move and become a flagship school	The School and governing body is responsible for the promotion of its school. However, there is a Welsh medium promotion group which is heavily focussed on promoting Welsh medium education across the county so would be able to offer support to our 3 Welsh medium schools. This statutory process will provide us with excellent opportunities to market the school through its social media channels.
What will happen to the old site?	A decision on the future of the current school site has not yet been determined
You mentioned the boilers need replacing; will you be looking at using sustainable energy?	Yes, we will be carrying out all the usual surveys etc to ensure we move forward in environmentally friendly way.
Are you having regular meetings with the Head to keep everyone up to date?	Yes, there are half termly meetings
I am worried that there will be staff burn out, surely there should be money available to cover this.	<p>The staff have looked around the school today and they are very excited about the proposed move and improvement to their working environment.</p> <p>There is no capacity to front load the school financially, and this has not been necessary for all other school reorganisation proposals completed across the county. We will continue to work closely with the Headteacher, governing body and staff of the school to ensure the proposed move is successful</p>
Why is the consultation being held so late in the day.	There were initial conversations in 2017 but a formal consultation on moving to this site couldn't start until the consultation on the King Henry 3-19 school was completed.
I would just like to say that both my son and daughter are very excited about the prospect of moving to this site as it is far superior to their current building, this is a very positive move.	Thank you for your comment. We are very much hopeful that we can proceed with these proposals and provide excellent opportunities for the Welsh medium community.

6. Formal Responses to proposals

The formal consultation process was open for a period of 6 weeks (including 20 school days) between the period of 29th January and 11th March 2024. All relevant consultees were informed of this window and reminded of the opportunity to have their say, either through means of completing the online survey or by emailing the dedicated email address.

6.1 Summary of consultation results

The Council received a total of 18 formal responses to the proposals outlined within this report. A profile of the respondents can be found in the table below:

Respondent category	Number of responses
Parent / Carer (Y Fenni	9
Governor (Y Fenni)	1
Staff (Y Fenni)	1
Governor (neighbouring schools)	1
Parent / Carer (neighbouring schools)	3
Community	1
Town / County Councillor	1
Other Organisations	1
Total responses	18

N.B. The above table reflects the number of formal responses received to this consultation, through means of either completing the consultation survey or by emailing strategicroview@monmouthshire.gov.uk.

However, any informal feedback received from consultation engagement sessions is reflected within section 6.2 of this report.

Feedback to this consultation from ESTYN and the Education Achievement Service are not included in the numbers above and are published separately within this report.

During the consultation window, the Council asked consultees via the published online survey “*Do you agree with the proposal*” to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through relocation to the former Deri View Primary School site? The responses to this question are shown in the table below:

Consultee response	Number of responses
Agree with proposals	10
Disagree with proposals	2
Agree with some aspects of the proposals	6
Total responses	18

10 out of the 18 respondents (56%) supported the proposal with a further 6 (33%) supporting aspects of the proposal. Only 2 respondents (11%) disagreed with the proposals.

A summary of the comments and questions received from respondents that fully supported the proposal along with the Councils response is provided below:

Respondent	Summary of consultee comment
1	Ysgol Gymraeg Y Fenni is desperate for a better standard of facilities. The current offer was a major factor in our decision to choose English medium for our child. A new build would be the preferred option but the Deri View site is excellent and will allow expansion of the Welsh language.
2	The school has outgrown the capacity of the current school building and children are being taught in cabins on the school playground
3	More space and resources is needed for staff and pupils
4	Current school site is too cramped and a more spacious site is needed to accommodating this rapidly expanding school
5	The former Deri View site will be left empty so it makes sense for the school to move the short distance to benefit the community with a larger in take and better facilities
6	The school has outgrown its current site and desperately needs improved facilities to be able to provide the best opportunities for current and future pupils

7	The move to the former Deri View site is essential to support the increasing demand for Welsh medium education in the areas
8	The Governing Body are in full support of this move
9	The Staff are in full support of this move
10	Seems an appropriate way of increasing capacity and improving facilities

Local Authority response

The Council is pleased to receive these comments of support towards the proposals to increase the capacity of Ysgol Gymraeg Y Fenni through its relocation to the former Deri View Primary School site.

The school currently has capacity for 317 children from years Reception to year 6, and a further 60 part time places are available for children within the Meithrin. However, we acknowledge that a large proportion of this accommodation is provided through temporary accommodation.

We are hopeful that the proposals to relocate the school to the former Deri View site will not only provide the opportunity for Welsh medium growth, but will provide significantly improved teaching and learning facilities for current and future staff and pupils of the School.

We are also hopeful that these proposals can only impact positively on future in take numbers at the school and we will see a gradual increase in the number of children choosing to receive their education through the medium of Welsh.

6 out of the 18 respondents (33%) supported aspects of the proposal

A summary of the comments and questions received from respondents that supported aspects of the proposal along with the Councils response is provided below:

Respondent	Summary of consultee comment
1	Agree with proposals to increase the capacity of the school to allow growth of the Welsh language. Also agree with improving the facilities available to staff and pupils. Would like further information on what the rating of the former Deri View building will be once works have been complete.
Council Response	
The below table sets out the assessment criteria used for assessing the conditions of our school buildings:	
CONDITION RATING	DEFINITION
A	As new condition
B	Sound, operationally safe, and exhibiting only minor deterioration

	C	Operational but major repair or replacement needed in the short to medium-term (generally 3 years)
	D	Inoperable or serious risk of major failure or breakdown

The condition rating of the proposed new site is current C, however, funding in the region of £1 million has been assigned to address the backlog maintenance on the site, as well as carry out some refurbishment works in line with the school's requirements. The rating will be assessed once final works have been completed.

2	Agree that a bigger site is needed to support the school, but feel more needs to be done to be able to offer the best Welsh education for the children in Monmouthshire
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Council Response

This consultation focusses on the proposed increase in capacity of Ysgol Gymraeg Y Fenni through its proposed relocation to the former Deri View Primary School site. We hope that, should proposals be supported and move to implementation, the Abergavenny community will benefit from an increased number of Welsh medium places as well as significantly improved teaching and learning facilities for the Welsh medium community.

Alongside these proposals, the Council has been successful in the establishment of Ysgol Gymraeg Trefynwy, a seedling school that will open in September 2024 serving the Monmouth Welsh medium community. Significant investment has also been made into Ysgol Gymraeg Y Ffin (Caldicot) to extend their capacity and improve the learning environment for Welsh medium learners in the South of the County.

This consultation demonstrates that the council is committed to continuing its journey of improving its provision for Welsh medium learners and has an adopted Welsh in Education Strategic Plan (WESP) which sets out our committed journey to Welsh medium education within the County.

3	Supportive of the school moving to a new site with improved facilities, but have concerns about how the transition will be managed to become a two form entry school. Class sizes at the school have often been above 30 which has impacted negatively on our children's education, but we have had no choice if we have wanted Welsh medium education. Would like assurances that there will be staff and resources for two forms per year
4	Children are currently educated in a school that is far too small for the capacity required. Pleased that the school is being relocated to a larger site with more capacity and better facilities, however, delays to the King Henry VIII 3-19 project will mean children will be educated in these conditions with oversubscribed classes for longer

Council response (3 and 4 above)

Ysgol Gymraeg Y Fenni currently has capacity for 317 children in years Reception to year 6. There is also capacity for 60 part time places within the Meithrin. As at the January annual census return, there were 236 on roll in years Reception to year 6 and 34 on roll within the Meithrin.

All schools are funded through the same funding formula. Schools receive funding based on the number of children on roll, and the formula is designed to be supportive of the Infant class size regulations around 1:30 pupil teacher ratios. The funding is topped up for each key stage to ensure that there is a teacher for every 30 pupils but this may mean that schools have to mix classes to achieve this.

It is the responsibility of the headteacher and governing body to determine how this funding is used and how the classes across the school will be organised. However, they must ensure compliance with regulations unless permitted exceptions apply. There is an exception to support applicants that require Welsh medium education where the preferred school is the only Welsh medium school within a reasonable distance of the home. All Schools must set a class structure that complies with the Infant class size regulations, with the permitted exception for Welsh medium education only be applied should further requests be received after the schools class organisation structure has been set.

5

Proposals will help to address the concerns that Welsh schools are permitted to have class sizes that are not deemed acceptable for English medium schools. The proposals do not show any plans for future growth of secondary provision where pupils are opting for English medium due to the long commute to Ysgol Gyfun Gwynllyw. These proposals will surely drive the need for Welsh medium secondary provision more locally to Monmouthshire.

Council Response

Please see above for the response to concerns around class sizes.

In terms of secondary school provision, the Council is very much aware that its duty to provide suitable Welsh medium education does not stop with primary age children. Children of Secondary school age in Monmouthshire currently receive their Welsh medium education at either Ysgol Gyfun Gwent Is Coed (South) or Ysgol Gyfun Gwynllyw (North).

The levels of Welsh medium learners within the county unfortunately have not yet led us to a position of being able to justify having a sustainable secondary Welsh medium provision within the county, and therefore our arrangements are currently delivered through this partnership with Newport City and Torfaen County Councils.

We very much hope that the number of learners choosing Welsh medium education will increase in response to our recent actions to invest in our 3 primary schools Ysgol Gymraeg Y Fenni, Ysgol Gymraeg Trefynwy and Ysgol Gymraeg Y

Ffin, and our provision for secondary age learners will need to be closely monitored in response to this planned increase in demand.

The Council has already begun its engagement with neighbouring authorities to discuss the future of Welsh medium secondary provision.

6	Agree with the move of the school to the new site but feel the Cylch Meithrin should have more consideration in the provision that will be offered at the new site
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Council Response

This consultation is in relation to the increase in capacity and relocation of Ysgol Gymraeg Y Fenni. The Cylch Meithrin is an independent provider currently offering childcare on the site.

The priority for the Council at this stage of the process is to assess the feasibility and support around the proposed increase in capacity and relation of Ysgol Gymraeg Y Fenni. Once a decision has been made on whether proposals are able to proceed to implementation stage, we can engage with the Cylch Meithrin to discuss their requirements. We are very much mindful that provision will need to be made available for the Cylch Meithrin at the proposed new site, and will need to discuss an appropriate location with the Headteacher and governing body of the school, once we know the outcome of this statutory process

2 out of the 18 respondents (11%) did not support the proposal with a general consensus that investment into Welsh medium schools is not appropriate use of public money in Monmouthshire.

A summary of the comments/questions received from the 2 respondents who did not support the proposal along with the Council's response is provided below:

Respondent	Summary of consultee comment
1	Increasing the capacity of Ysgol Gymraeg Y Fenni will put the Council's finances under further strain. The Welsh language is not a priority for the majority of taxpayers in Monmouthshire
2	Waste of money
Council response	
<p>The Council is disappointed to receive feedback that is not supportive of the proposals to relocation and increase the capacity of Ysgol Gymraeg Y Fenni.</p> <p>The Council, through its consultation document, has evidenced the increasing numbers of children from within the area that have chosen for their children to be educated through the medium of Welsh. In response to this demand, the</p>	

Council have provided additional temporary accommodation on the site of Ysgol Gymraeg Y Fenni, however, this does not meet the aspirations of the Council in terms of delivering excellent teaching and learning facilities.

The Council is very mindful of the significant financial pressure that it currently faces and will almost certainly face in immediate future years. However, it is equally mindful of the statutory requirement to increase the number of children receiving education through the medium of Welsh in line with the Welsh Government's target to achieve 1 million Welsh speakers across the country by 2050.

The Council feels that the proposals will provide significantly improved teaching and learning facilities to the Welsh medium learners within the area, and sets the foundations to increase the number of Welsh medium learners to play our part in achieving these National targets.

6.1 Views of the Education Achievement Service (EAS)

The Council has commissioned the Education Achievement Service to deliver the School Improvement service to schools within our county. Their response is supportive of our proposals as published below:

Proposal 4 offers a cost effective option for expanding provision on a site which is only 0.4 miles from the current site. Expanding provision will be in line with the objectives of the county's WESP and support the Welsh 2050 strategy. It will expand the capacity of Welsh-medium education in the Abergavenny area and enable more pupils to access Welsh-medium education. The demand for Welsh medium education in the area continues to grow and unless the capacity is expanded locally it will not be possible to meet the need on the current site.

Expansion will have a positive effect on the Welsh language in the county. There is one Welsh-medium school in the catchment area and therefore ensuring a sufficient supply of Welsh-medium places will give better access to Welsh-medium education in an area where English-medium education is the norm. Developing immersion provision on site will give all families, regardless of their linguistic background, the same opportunity to consider Welsh medium education.

7. ESTYN Response

In line with the School Organisation Code Wales, the Council is required to consult with ESTYN on any school reorganisation proposals that requires statutory consultation process. The response received from Estyn to this consultation is published below, alongside the Councils response:

ESTYN RESPONSE

The local authority has outlined a clear rationale for its proposal, which is to increase the capacity of Ysgol Gymraeg y Fenni from 317 to 420 places, along with 60 nursery places through its relocation to the school site previously occupied by Deri View Primary School.

The local authority provides an appropriately detailed description of the proposal, giving an expected timescale for statutory procedures. It proposes that Ysgol Gymraeg y Fenni will relocate to its new school site, with its revised capacity of 420 places (plus 60 nursery places), with effect from April 2025.

The proposer identifies the expected advantages and disadvantages clearly and fairly, in comparison with the status quo. One of the main benefits is the increase in capacity and it appears that the new school site will be a prompt solution to relieve the accommodation pressures currently experienced on the school's existing site. There will be an opportunity to establish an immersion facility at the site, which will allow a period of intensive support to enable those young people who are considered "latecomers" to the language to access Welsh-medium provision alongside their peers.

It appears that the site already provides excellent teaching and learning facilities and will help the authority to achieve the targets set in its WESP and, as a result, have a positive impact on the community of Abergavenny who wish to be educated through the medium of Welsh. It seems that the development will allow the growth of Welsh-medium education in the area. As a result, this will make a beneficial contribution to the Welsh Government's aim of one million Welsh speakers by 2050. It appears that there are no opportunities to increase the school's capacity further on its current site.

It is assumed that nearly all of the risks are of low impact and clear countermeasures are proposed in response to the six possibilities that may arise. The local authority has considered three other options, including maintaining the status quo and the current capacity. As a result of this option, it appears that the council would not be able to grow Welsh-medium provision in the area beyond the current capacity.

The proposer has considered the effect of the changes on learners' travel arrangements. The new site is approximately 0.4 miles from the current site, which means a small increase in travel distance for some. It is possible that the proposals are not expected to have an effect on transport arrangements between the home and school. Home to school transport will be provided to Ysgol Gymraeg y Fenni in

accordance with the existing policy. Pupils who attend their nearest or catchment primary school and who live more than 1.5 miles will be eligible.

The local authority has usefully shown the effect of the proposal on surplus places. English-medium schools in the cluster have been identified as schools likely to be affected by the proposal, as there is a desire to increase the number of learners who access Welsh-medium education, and particularly Ysgol Gymraeg y Fenni in line with this consultation, which is likely to lead to a reduction in numbers on roll across the English-medium schools. For example, it is anticipated that there will be a reduction in numbers in five English-medium schools over the next five years, with an increase of 2.6% in surplus places by January 2028. It appears that Ysgol y Fenni will be the school that is affected immediately, as it is intended to relocate to a new site with a greater capacity of 420 places and 60 nursery places, giving a total capacity of 480 children.

The proposal gives careful consideration to its effect on Welsh-medium provision within the local authority and the extent to which the proposal supports the targets in the local authority's Welsh in Education Strategic Plan (WESP). Monmouthshire County Council's aim is to support and commit to the Welsh Government's national strategy, Cymraeg 2050, which presents a long-term vision for Wales where the Welsh language thrives. The proposal appears to support all of the targets in the Welsh in Education Strategic Plan. It is noted that if the proposal were to be implemented, Welsh-medium provision would be expanded by providing a school with 420 places, which can provide for two streams. It appears that the Council recognises that it must fulfil its statutory duties to ensure that there is growth in the Welsh language across the county by continuing to develop and improve its Welsh-medium education provision and the benefits it brings.

Ysgol Gymraeg y Fenni is the current Welsh-medium primary school that serves the north of the county. The demand for Welsh-medium education has increased across the area since 2015 (from 187 to 241 in September 2023). As a result, it appears that the proposal would have a positive effect on Welsh-medium provision within the area and particularly in Abergavenny.

The local authority has given due consideration to the financial implications of the proposal. Capital funding of around £1 million was agreed during the process. The school will continue to be funded in line with the adopted funding formula, which will allow additional staff to be recruited as the numbers on the school roll increase.

Educational aspects of the proposal

The proposal gives appropriate consideration to the impact of the proposals on quality and standards in education. It is likely that the proposal will not affect the quality of learning in any of the English-medium schools in the cluster but will have a positive effect on the young people who attend Ysgol Gymraeg y Fenni as they move to a location with a better teaching and learning environment. Teaching and learning experiences will continue to follow Curriculum for Wales, with Welsh as the language of teaching and learning. It appears that the school will continue to receive the appropriate level of challenge and support to ensure that high quality learning is achieved.

In terms of well-being and attitudes to learning, it is likely that the proposed relocation and the increase in capacity will have a positive effect on the community of

Abergavenny who wish to be educated through the medium of Welsh. It states further that the proposal will not have a negative effect on well-being and attitudes to learning in the other schools affected and is likely to have a very positive effect on their teaching and learning experiences as they move to a better environment with excellent teaching and learning facilities.

It is likely that there will be no change in support, care and guidance in the other schools affected. In terms of leadership and management, it appears that there will also be no change in the quality and effectiveness of leaders and managers at the other schools affected. It appears that the leadership team at Ysgol Gymraeg y Fenni will continue to receive support and guidance from the local authority and the Education Achievement Service to ensure that best practices in leadership and management are adopted.

The proposal considers appropriate information from Estyn's latest reports for each of the schools that are likely to be affected. Of the six schools, only two were in 'Estyn monitoring'. Ysgol Gymraeg y Fenni was last inspected in 2017 and its performance and prospects for improvement at the time were judged to be 'Satisfactory'. The proposal provides a very generic description, with little detail, of the impact of the proposal on the community and on vulnerable groups, including children with special educational needs.

COUNCIL RESPONSE

The Council would like to thank ESTYN for their very much supportive response towards our proposals to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through relocation to the former Deri View Primary School site.

The response acknowledges that the Council's proposals are supportive of the proposed improvements to teaching and learning facilities for staff and children involved with Ysgol Gymraeg Y Fenni. It further acknowledges the Councils that proposals are supportive of the Council's published Welsh in Education Strategic Plan (WESP) and the contribution it makes to the Welsh 2050 strategy.

The Council notes the comments made by ESTYN concerning surplus places within the cluster. We acknowledge that our planned growth of Welsh medium education could result in a reduction in the number of children attending English medium schools across the cluster. The Abergavenny cluster is subject to significant housing developments as identified in our latest Local Development Plan (LDP), which we hope will generate additional young people across the cluster and mitigate any concerns around falling numbers on roll. However, this will need to be closely monitored and any appropriate actions taken to ensure that schools across the cluster have sustainable numbers.

The Council also notes the comments concerning the impact of proposals on the community and vulnerable groups, including those with special educational needs. We are confident that these proposals can only impact positively on the local community and vulnerable groups, through providing significant improvements to the teaching and learning environments that are available at the proposed new site. The Former Deri View Primary School provided the cluster with support through its SRB facilities for children whose needs could not be met in mainstream

teaching environments. These facilities remain at the site and can be utilised to benefit the children of Ysgol Gymraeg Y Fenni, as well as provide opportunities for future Welsh medium SRB provision, subject to further statutory consultation processes.

A full community impact assessment has been completed alongside this statutory process and is available under appendix 2

8. Assessment of the Proposal

In line with the School Organisation Code Wales (2018) the Council is required to carry out a further assessment on the proposal and alternative options, taking account of information received during the consultation process.

The Council consulted on a preferred option to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through its relocation to the former Deri View Primary School site. Following the responses received during the consultation period, the Council has reviewed the impact of proposals on the follow areas:

- Quality and Standards in Education
- The likely impact on the Community
- The likely impact on different travel arrangement

A further assessment of the alternative options that were considered prior to the consultation period has been undertaken and is provided below:

Option 1 – Do nothing and maintain the status quo. This would mean there would be no change to existing provision, and that Ysgol Gymraeg Y Fenni would remain on its current site with its current published capacity. Following the consultation period there were only a small number of respondents (2) that felt the Council should not be investing in Welsh medium education within the Abergavenny cluster.

The Council has considered the responses and maintains the view that there is a need to improve the teaching and learning facilities for those accessing Welsh medium education within the area, alongside the opportunities to allow for growth of the Welsh language to support the targets in our Welsh Education Strategic Plan (WESP) and National Welsh 2050 strategy.

Option 2 – Build a new Welsh medium Community Primary school in Abergavenny to replace Ysgol Gymraeg Y Fenni. There were a small number of respondents (1) who felt that the ideal solution would be to build a brand new primary school for Welsh medium education within the cluster. Whilst we acknowledge that this would provide the ideal option, the Council do not feel that this is a feasible option to take forward, largely due to there being no suitable sites for the new primary school and

the funding available does not allow for a new build. The former Deri View primary school site will be vacant and provides excellent teaching and learning facilities for the Welsh medium community, whilst offering a prompt solution to relieving the accommodation pressures currently experienced on the current Ysgol Gymraeg Y Fenni site.

Option 3 – Increase the capacity of Ysgol Gymraeg Y Fenni on its current site. The Council did not receive any feedback during the consultation stages of this process to support this option. The Council continues to hold the view that the capacity on the existing site cannot be increased to meet the requirements for a two form entry school, and certainly not within the funding that is available. This option would also leave a purpose build 420 place school with excellent facilities vacant.

Option 4 – Relocate Ysgol Gymraeg Y Fenni to the site formerly occupied by Deri View Primary School. The majority of consultees engaging in this process were supportive of this option.

Our preferred option remains to be option 4, which is to utilise existing accommodation available at the former Deri View Primary School site in order to increase the capacity of Welsh medium education within the area to 420 places. This option is not only the most financially viable but delivers excellent teaching and learning facilities and a prompt solution to relieving the accommodation pressures currently experienced on the current Ysgol Gymraeg Y Fenni site.

8.1 Quality and Standards in Education

As part of the consultation process the Council assessed the impact of the proposal on the quality and standards of Education. Following the outcome of the consultation and taking into consideration the feedback that has been received, we remain confident that there will be an overall positive impact on the quality and standards of education.

The proposal will not affect the quality of learning in any of the English medium schools in the Abergavenny cluster, however. it will have a positive impact on the young people attending Ysgol Gymraeg Y Fenni as they move to a location with an improved teaching and learning environment. Ysgol Gymraeg Y Fenni will continue to receive the appropriate level of challenge and support to ensure that high-quality learning is achieved.

Wellbeing and attitudes to learning

The proposed relocation and associated increase in capacity of Ysgol Gymraeg Y Fenni is expected to have a positive impact on the Abergavenny community who wish to be educated through the medium of Welsh. We anticipate that there will be

an increase in parental choice for Ysgol Gymraeg Y Fenni because the Council will be providing more Welsh medium places in an improved teaching and learning environment.

Pupil wellbeing is a priority and is monitored and reported through school self-evaluation processes and improvement plans. The proposal will not impact negatively on wellbeing and attitudes towards learning at the other affected schools.

Teaching and learning experiences

Teaching and learning experiences at Ysgol Gymraeg Y Fenni will continue to follow the Curriculum for Wales, with Welsh as the language of teaching and learning. The proposal will not impact the teaching and learning experiences at the other affected schools.

For those currently attending Ysgol Gymraeg Y Fenni, the proposals are likely to have a hugely positive impact on their teaching and learning experiences as they relocate to an improved environment with excellent teaching and learning facilities.

Care support and guidance

Ysgol Gymraeg Y Fenni will continue to be supported by the local authority and the Education Achievement Service to provide high quality care, support, and guidance. There will be no change in care support and guidance at the other affected schools.

Leadership and management

There will be no change to the quality and effectiveness of leaders and managers at the other affected schools. The school leadership team will continue to receive support and guidance from the local authority and Education Achievement Service to ensure best practice in leadership and management are adopted.

8.2 Impact on the Community

During the consultation stage of this process, the Council completed and published to consultees an Integrated Impact Assessment which confirmed that proposals will firstly increase the number of Welsh medium places within the Abergavenny community, and secondly provide significant improvements to the existing teaching and learning environments.

Following the consultation and considering the feedback the consensus drawn from the reassessment is that there will be a positive impact on the community and Welsh Language as a result of the proposal.

The Integrated Impact assessment has been reconsidered following the consultation and can be found under appendix 2 or alternatively at www.monmouthshire.gov.uk/school-reorganisation

8.2 Impact on Travel arrangements

The Council has undertaken an assessment on the impact of travel arrangements for affected pupils should proposals proceed to relocate Ysgol Gymraeg Y Fenni.

The consultation process did not draw out any concerns relating to the travel arrangements as a result of the proposals moving forward. The proposed new site for the school is located approximately 0.4 miles from the existing site and is therefore not expected to be detrimental to existing travel arrangements.

Home to school transport will be provided to Ysgol Gymraeg Y Fenni in line with the current policy, which states pupils who attend their nearest or catchment primary school and reside more than 1.5 miles away will be eligible.

Further details of the home to school transport policy can be found on the following link: <https://www.monmouthshire.gov.uk/school-transport-home-to-school>

9. Recommendations

The consultation stage of this process has allowed the opportunity to significantly challenge and test our preferred option:

In line with the School Organisation Code (November 2018), the consultation report is able to make recommendations to the Council's Cabinet on how proposals should proceed. The options available are:

- 1) To publish the proposals as consulted on
- 2) To publish the proposals as consulted on with any appropriate modifications.
- 3) To abandon the proposals and maintain the status quo.
- 4) To significantly recast the proposals and reconsult

The consultation responses have evidenced that the majority of respondents are supportive of the proposals to increase the capacity of Ysgol Gymraeg Y Fenni to 420 places through its relocation to the former Deri View Primary site. The consultation saw 6 respondents (33%) agreeing with aspects of the proposals, however, after unpicking these responses it is a fair assumption to make that all 6 are supportive of the actual proposal itself but have asked for the Council to give consideration to other factors concerning the provision of Welsh medium education.

The Council has therefore taken forward that 16 out of 18 (89%) responses received from the community are supportive of proposals.

The consultation responses highlighted very few (2) respondents who had concerns towards these proposals. This report has evidenced that the Council has been able to provide sufficient mitigations against any concerns highlighted during this consultation process. It is therefore recommended that the preferred option is considered by the Council's Cabinet as part of the next stages in this statutory process:

- 1) To publish the proposal as consulted on – increase the capacity of Ysgol Gymraeg Y Fenni through its relocation to the former Deri View Primary School site, with effect from September 2025.***

Appendix 1 - List of Consultees with whom we consulted

- Parents, carers/guardians and staff members of schools affected by the proposal
- The governing body of any school affected by the proposal
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of schools affected by the proposal
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- All MCC Libraries
- Directors of Education of all bordering LAs – Blaenau Gwent, Newport, Powys, Torfaen, Herefordshire, Gloucestershire
- MCC Youth Service
- GAVO
- Monmouthshire Governors Association
- Teaching trade unions
- Support Staff trade unions
- Welsh Language Commissioner
- Welsh Ministers
- ESTYN
- RHAG
- Mudiaid Meithrin
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Consortium
- South East Wales Education Achievement Service
- Gwent Police and Crime Commissioner
- Early Years & Childcare Partnership
- Welsh in Education Forum



Integrated Impact Assessment document

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

<p>Name of the Officer Matt Jones</p> <p>Phone no:01633644508 E-mail: matthewdjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To consult on the relocation of Ysgol Gymraeg Y Fenni to the former Deri View Primary School site, allowing an increase in capacity to 420 places</p>
<p>Name of Service area Children and Young People</p>	<p>Date December 2023</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The school will provide additional Welsh medium education for children aged 3-11 living in Abergavenny.	Welsh medium education for children aged 12-19 is not yet available in Monmouthshire	MCC in collaboration with neighbouring authorities in Southeast Wales are looking at potential options across the region
Disability	The proposed new site will be fully accessible to allow those with disabilities to be able to access the site.	No Impact	No Impact

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	No impact	n/a	n/a
Marriage or civil partnership	No impact	n/a	n/a
Pregnancy or Maternity	No impact	n/a	n/a
Race	No impact	n/a	n/a
Religion or Belief	No impact	n/a	n/a
Sex	The provision will be co-educational including boys and girls.	n/a	n/a

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

2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

<p>Socio-economic Duty and Social Justice</p>	<p>It is hoped that this proposal will increase the number of Welsh speakers in Monmouthshire. Being bilingual has many advantages, for example, due to the Welsh Language (Wales) Measure 2011 the ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare and retail. This is especially the case in the provision of public services where the Welsh Language Standards require local authorities, fire and rescue service and police etc to provide their services to the same standards in both Welsh and English. The expansion of Welsh medium education across Monmouthshire means that more learners will have the opportunity to become bilingual thereby giving them a real advantage in securing employment opportunities</p>	<p>Time, distance and cost of travel has been identified as a challenge for some learners, particularly those suffering from socio economic disadvantage. As a result, Welsh medium education is not a genuine option for some learners. Learners who did not start Welsh medium education in Nursery or Reception have been unable to join in later years.</p>	<p>The Local Authority plan to review the School Transport Policy to ensure that it provides learners with a genuine opportunity to have a Welsh medium education. The increase in capacity in Aberrgavenny and the development looking at secondary provision in partnership with Blaenau Gwent, Merthyr Tydfil and Powys will create potential. This will allow more choice to parents wishing to provide Welsh medium education to their children. The development of an Immersion provision within Monmouthshire means that all learners, irrespective of age or linguistic background, will be able to benefit from a Welsh medium education.</p>
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3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p>	<p>Should the proposal be agreed it will have a positive impact on the Welsh Language as we will be increasing the number of Welsh medium places. This will enable families to access Welsh medium education closer to their home. They will also have access to Welsh medium nursery and childcare. The proposal will significantly promote the Welsh language offer in Abergavenny, this links directly with the Council's ambition to support the Cymraeg 2050 strategy of 1 million Welsh speakers and also the targets set out in the Council's Welsh Language 5-year strategy 22-27 and also the targets set in the Council's Welsh in Education Strategic Plan 2232.</p> <p>The proposal allows for the opportunity to develop an immersion centre on site which will allow "late comers" to access Welsh medium education, providing further opportunities to increase the number of Welsh speakers within the county.</p>	<p>The relocation of Ysgol Gymraeg Y Fenni will not involve a move to a brand new building for WELSH Medium Education.</p> <p>There is currently no Welsh medium secondary provision in Monmouthshire so there will still be long travelling times to Ysgol Gyfun Gwynllyw in Torfaen.</p> <p>It is unlikely that there will be a negative impact on existing home to school transport arrangements, as the relocation of the school is only 0.4 miles from its existing site. However, for those residing on the border of the 1.5 miles distance criteria, their entitlement could be withdrawn.</p>	<p>The proposed new building for Ysgol Gymraeg Y Fenni will receive investment in the region of £1 million to refurbish identified areas prior to relocating.</p> <p>MCC will continue to develop its discussions and engagement with Powys County Council and Blaenau</p> <p>Gwent County Borough Council to secure new Welsh medium secondary provision in the north of Gwent / south Powys area to mitigate the potential negative impact of this proposal.</p> <p>The council's Welsh in Education Forum (WEF) will be kept closely informed and involved in discussions on this. The Council will continue its on-going dialogue with Torfaen County Borough Council regarding the provision at Ysgol Gyfun Gwynllyw so that Welsh medium secondary education at the school remains an attractive option for pupils who wish to</p>

			<p>receive a wholly immersive Welsh education experience.</p> <p>Home to school transport to the new site would only be withdrawn if the new site means that they reside within 1.5 miles from the home address. This is considered to be a reasonable walking distance, and is inside the criteria of 2 miles that is set by Welsh Government</p>
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p>The increase in Welsh medium capacity will generate the need for a greater number of Welsh Medium teachers and support staff in the Abergavenny area over time. This will create opportunities for Welsh speakers in Monmouthshire and outside of the area to be able to utilise their Welsh language skills in the work environment. Recruitment Will be easier and can be gradually.</p>	<p>There is a risk that we may not be able to secure sufficient Welsh speaking teachers / staff to fulfil the requirements of the new school.</p>	<p>In order to mitigate this risk, we will actively engage closely with our colleagues in the Welsh Government, the Education Achievement Service (EAS) and the local higher education institutes to help facilitate greater numbers of Welsh Medium teachers. We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (twitter, facebook, you tube), council website, bespoke Welsh Medium recruitment sites, Linkedin etc. We will engage with our partners in the Welsh in Education Forum (WEF) to assist us in this process utilising their expertise and range of contacts</p>

<p>Service delivery</p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>Should the consultation document be agreed it will be distributed to stakeholders in both Welsh and English.</p> <p>All correspondence and communications including on social media in relation to this proposal will be bilingual as required by the Welsh Language (Wales) Measure 2011</p> <p>The consultation feedback survey will provide the opportunity for respondents to advise us of any positive or negative impacts on the Welsh Language that they feel will occur as a result of these proposals</p>	<p>There is a risk that we will not be able to recruit sufficient Welsh speaking specialist local authority staff to deliver all services in Welsh.</p>	<p>To mitigate this risk, we will actively engage closely with colleagues in the Welsh Government, and the local higher education institutes to help facilitate greater numbers of Welsh Medium staff. We will also use all available recruitment tools at our disposal to aid the recruitment process – social media (Twitter, Facebook, YouTube), council website, bespoke Welsh Medium recruitment sites, LinkedIn etc. We will engage with our partners in the Welsh Medium Education Forum (WEF) to assist us in this process utilizing their expertise and range of contacts</p>
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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The ability to speak Welsh is either an essential or desirable skill for a growing number of jobs such as health, education, leisure, childcare, retail, and public services. This means that more learners will have increased employment opportunities as a result of being Bilingual in Welsh and English. There will be Increased employment opportunities within the proposed new school</p>	<p>No impact</p>

<p>A resilient Wales Maintain and enhance biodiversity and land, river and coastal ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	No Impact	No Impact
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	This proposal would result in more children being able to access Welsh medium provision in their community and be able to walk to school rather than being transported.	No Impact
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	Parents seeking Welsh medium education for their children in the Abergavenny area will be able to access provision within their community. This will increase the opportunities for more learners to use the Welsh language outside of school in social settings and a range of authentic contexts.	No Impact
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	No Impact	No Impact
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People</p>	If the proposal is agreed The Welsh Government's strategy of One Million Welsh Speakers will be supported by the increase in the number of pupils being educated through the medium of Welsh.	No Impact
<p>Well Being Goal</p>	<p>Does the proposal contribute to this goal? Describe the positive and negative impacts.</p>	<p>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</p>

are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The expansion of Welsh medium education in Abergavenny means that more learners will have the opportunity to become bilingual in both English and Welsh and increase their chances of securing employment as adults and fulfilling their potential.	No impact

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	If learners are able to attend a Welsh medium primary school in their local community or within a short traveling time, they are more likely to choose and continue their education through the medium of Welsh.	No Impact
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	This proposal is supported by our Welsh in Education Forum (WEF), the forum is represented by a number of key partners who are consulted with and are crucial in the delivery of our WESP targets.	No Impact
Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

 <p>Involvement</p>	<p>Involving those with an interest and seeking their views</p>	<p>The school is to serve the entire Aberavenny cluster and all those affected by the proposal will be consulted with as part of the statutory consultation process. In addition, the WEF members have been actively engaged on the proposal.</p>	<p>No Impact</p>
 <p>Prevention</p>	<p>Putting resources into preventing problems occurring or getting worse</p>	<p>Currently families wanting to access Welsh medium Education may be deterred by the pressured site and temporary accommodation. This may be suppressing demand and resulting in parents not choosing Welsh medium education. Having a purpose built 420 place school for Welsh medium may resolve this issue and also stimulate demand.</p>	<p>No Impact</p>
 <p>Integration</p>	<p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Having Welsh medium provision available in the local community will have a positive impact on the health and wellbeing of pupils in Aberavenny.</p>	<p>No impact</p>

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

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

Safeguarding	Appropriate safeguarding arrangement will continue to be in place at the new site.	No impact	No Impact
Corporate Parenting	No Impact		

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

Faithful and Gould condition and suitability survey including identified backlog maintenance requirements (the Proposal document cites local backlog maintenance measures)

Data supplied by Health on the number of "live births" within the County.

Data from Planning on number of Housing Developments planned for the immediate coming years. Current numbers on school rolls and trend analysis.

Surplus places – data from MCC Access team

Planning of school places data – MCC Access team

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

The Main benefits of the proposal is by increasing the number of Welsh medium place in Abergavenny delivered through improved teaching and learning facilities, we are likely to increase the demand for those wishing to be educated through the medium of Welsh. This will in turn increase the amount of Welsh medium places across Monmouthshire so meeting our targets within our WESP. We will also be contributing to the Welsh governments strategy of 1 million Welsh speakers by 2050.

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

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

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	CYP DMT	08/01/24	
2	Cabinet – permission to consult	17/01/24	
3	Cabinet – consultation feedback and final decision making	July 24	

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