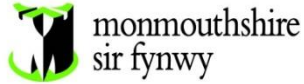


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Tuesday, 2 June 2026

Dear Councillor

## CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 10th June, 2026**, at **4.30 pm**.

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. BUILDING THE FOUNDATIONS FOR A DATA AND AI ENABLED COUNCIL 1 - 48

Division/Wards Affected: All

Purpose: To seek Cabinet approval for the Council's participation in, and contribution towards, a phased programme of foundational investment in Artificial Intelligence (AI) and Data Modernisation through the Shared Resource Service (SRS) partnership.

The proposals look to enhance the Council's ability to deliver better outcomes for residents, improve productivity and service resilience, support staff, and enable more informed and timely decision-making across the Council.

The report brings together two linked investment proposals:

- a three-year partnership-wide AI programme to create a secure, governed shared AI foundation, including an AI Management Hub, staff productivity tools and a Digital Front Door capability; and
- Phase 1 of the Data Modernisation Programme, including completion of the core data platform and delivery of the Single View of Child (SVoC) as the first operational use case for joined-up insight and predictive analytics.

The purpose of the report is not to introduce technology for its own sake. It is to ensure that the Council has the right foundations, safeguards, skills and partnership arrangements in place so that the Council can use AI and data analytics in a proportionate, ethical and practical way that reflects public service values and maintains public trust.

The report sets out why investment is required now, the benefits expected for residents, staff and councillors, the safeguards and governance arrangements that will apply, the options considered, the financial and workforce implications, and how success will be evaluated.

Author: Peter Davies, Deputy Chief Executive & Strategic Director for Resources

Contact Details: peterdavies@monmouthshire.gov.uk

4. STRATEGIC RISK ASSESSMENT 49 - 78

Division/Wards Affected: All

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

Authors: Richard Jones, Performance and Data Insight Manager  
Hannah Carter, Performance Officer

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

5. ALLOCATION OF CRICK ROAD S106 OFFSITE RECREATION FUNDING 79 - 94

Division/Wards Affected: Caldicot and Portskewett

Purpose: To seek Cabinet approval for the allocation of Section 106 offsite recreation funding received from the Crick Road development in Portskewett, towards projects identified as named beneficiaries within the Section 106 Agreement.

Author: Mike Moran, Community Infrastructure Coordinator

Contact Details: mikemoran@monmouthshire.gov.uk

6. LLANFOIST TO ABERGAVENNY ACTIVE TRAVEL BRIDGE – UPDATE AND CONTRACT PROGRESSION 95 - 120

Division/Wards Affected: Llanfoist and Abergavenny

Purpose: The purpose of this report is to update Cabinet on the progress of the Llanfoist to Abergavenny Active Travel Bridge and to seek approval to sign the formal construction contract between Balfour Beatty and Monmouthshire County Council now final pricing has been agreed.

Authors: Madeleine Boase, Active Travel Officer  
Nicholas Tulp, Head of Transport

Contact Details: [madeleineboase@monmouthshire.gov.uk](mailto:madeleineboase@monmouthshire.gov.uk)

7. DEVELOPMENT OF A PILOT SPECIALIST RESOURCE BASE (SRB) FOR 121 - 142

## LEARNERS WITH SOCIAL, EMOTIONAL AND MENTAL HEALTH (SEMH) NEEDS

Division/Wards Affected: All

Purpose: The proposal responds to a clearly identified insufficiency in local Additional Learning Provision (ALP), particularly for learners with complex autism and Social, Emotional and Mental Health (SEMH) needs who cannot be supported within current school or SRB models and seeks Cabinet's approval to establish a new Specialist Resource Base (SRB) with a therapeutic environment for learners with complex SEMH needs at the former Ysgol Y Fenni site, and to approve the associated capital and revenue costs.

Authors: Dr Morwenna Wagstaff, Head of Service: Inclusion  
Will McLean, Strategic Director CLSE

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[WillMcLean@monmouthshire.gov.uk](mailto:WillMcLean@monmouthshire.gov.uk)

Yours sincerely,

**Paul Matthews**  
**Chief Executive**

### CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Ward
Mary Ann Brocklesby	<p><b>Leader</b> Lead Officers – Paul Matthews, Matthew Gatehouse, Peter Davies, Will Mclean</p> <p>Whole Authority Strategy and Direction Whole authority performance review and evaluation, including DDAT Relationships with Welsh Government, UK Government and local government associations Regional Relationships including CJsCs. PSBs and cross boarder Emergency Planning</p>	Llanelly
Paul Griffiths	<p><b>Cabinet Member for Planning and Economic Development Deputy Leader</b> Lead Officers – Will McLean, Craig O'Connor</p> <p>Economic Strategy Skills and Employment Replacement Local Development Plan Placemaking and the development of market and affordable housing Placemaking and Transforming Towns Car parking and civil parking enforcement Development Management Building Control</p>	Chepstow Castle & Larkfield
Ben Callard	<p><b>Cabinet Member for Resources</b> Lead Officers – Peter Davies, Matt Gatehouse</p> <p>Finance including MTFP and annual budget cycle Revenue and Benefits Human resources, payroll, health and safety Land and buildings Property maintenance and management Strategic procurement</p>	Llanfoist & Govilon
Laura Wright	<p><b>Cabinet Member for Education</b> Lead Officers – Will McLean, Deb Hill-Howells</p> <p>Early Years Education All age statutory education Additional learning needs/inclusion Post 16 and adult education School standards and improvement</p>	Grofield

	<p>Community learning Sustainable communities for learning Programme Youth service School transport</p>	
Ian Chandler	<p><b>Cabinet Member for Social Care, Safeguarding and Accessible Health Services</b> Lead Officer – Jane Rodgers</p> <p>Children’s services Fostering &amp; adoption Youth Offending service Adult services Whole authority safeguarding (children and adults) Disabilities Mental health Wellbeing Relationships with health providers and access to health provision</p>	Llantilio Crossenny
Catrin Maby	<p><b>Cabinet Member for Climate Change and the Environment</b> Lead Officers – Debra Hill-Howells, Craig O’Connor,</p> <p>Decarbonisation Transport Planning Highways and MCC Fleet Waste management, street care, litter, public spaces and parks Pavements and Back lanes Flood Alleviation Green Infrastructure, Biodiversity and River health</p>	Drybridge
Angela Sandles	<p><b>Cabinet Member for Equalities and Engagement</b> Lead Officers – Matthew Gatehouse, Paul Matthews, Jane Rodgers, James Williams</p> <p>Community development, 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, and customer service and registrars, communications, public relations and marketing Leisure centres, play and sport Public conveniences Electoral Services and constitution review Ethics and standards Welsh Language Trading Standards, Environmental Health, Public Protection, and Licencing</p>	Magor East with Undy

Sara Burch	<b>Cabinet Member for Rural Affairs, Housing &amp; Tourism</b> Lead Officers – Craig O'Connor, Jane Rodgers  Local Food production and consumption, including agroforestry and local horticulture Homelessness, Temporary accommodation, private sector housing, (empty homes leasing schemes, home improvement loans, disabled facilities grants and adaptive technology), Allocation of social housing Broadband connectivity Active Travel Countryside Access and Rights of Way Tourism Development and Cultural Services	Cantref
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## Public Information

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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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<b>SUBJECT:</b>	<b>Building the foundations for a Data and AI Enabled Council</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>10<sup>th</sup> June 2026</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>Countywide</b>

## 1. PURPOSE:

- 1.1 To seek Cabinet approval for the Council's participation in, and contribution towards, a phased programme of foundational investment in Artificial Intelligence (AI) and Data Modernisation through the Shared Resource Service (SRS) partnership.
- 1.2 The proposals look to enhance the Council's ability to deliver better outcomes for residents, improve productivity and service resilience, support staff, and enable more informed and timely decision-making across the Council.
- 1.3 The report brings together two linked investment proposals:
  - a three-year partnership-wide AI programme to create a secure, governed shared AI foundation, including an AI Management Hub, staff productivity tools and a Digital Front Door capability; and
  - Phase 1 of the Data Modernisation Programme, including completion of the core data platform and delivery of the Single View of Child (SVoC) as the first operational use case for joined-up insight and predictive analytics.
- 1.4 The purpose of the report is not to introduce technology for its own sake. It is to ensure that the Council has the right foundations, safeguards, skills and partnership arrangements in place so that the Council can use AI and data analytics in a proportionate, ethical and practical way that reflects public service values and maintains public trust.
- 1.5 The report sets out why investment is required now, the benefits expected for residents, staff and councillors, the safeguards and governance arrangements that will apply, the options considered, the financial and workforce implications, and how success will be evaluated.

## 2. RECOMMENDATIONS:

- 2.1 To approve Monmouthshire County Council's participation in the three-year SRS partnership AI programme, based on the preferred delivery route outlined in the report.
- 2.2 That Cabinet approves the Council's share of the investment, funded by a one-off contribution from earmarked revenue reserves (specifically the Invest to Redesign Reserve), as set out in this report and summarised as follows:

- a) A combined three-year contribution arising from the AI programme and Data Modernisation Phase 1 of £596,654, profiled as £462,654 in Year 1, £66,000 in Year 2 and £68,000 in Year 3;
- b) A contribution of £20,500 in year 1 for Microsoft Fabric, with the cost for subsequent years incorporated into the MTFP from 2027/28.
- c) A contribution of £34,000 in year 1 for transactional AI usage costs for the Digital Front Door, with the cost for subsequent years incorporated into the MTFP from 2027/28.
- d) An initial budget provision of £200,000 to support services to implement AI and Data projects to the extent that existing capacity and capability does not allow.

The total one-off contribution from earmarked reserves will be £851,154.

- 2.3 To approve Monmouthshire County Council's participation in Phase 1 of the SRS Data Modernisation Programme, including delivery of the Single View of Child and completion of the key components of the unified data platform.
- 2.4 To endorse a phased, gated approach to implementation, including formal stage gates for AI use cases and investment progression; and a pause-and-review point for the Data Modernisation Programme before any Phase 2 proposals are brought forward.
- 2.5 To endorse the principle that AI and predictive analytics will be used to support professional judgement and service improvement, and not to replace human accountability for decision-making.
- 2.6 To delegate authority to the Deputy Chief Executive and Chief Officer Resources, in consultation with the Leader and Cabinet Member for Resources, to finalise implementation arrangements and release funding in line with the approved profile, subject to the governance arrangements and decision gateways set out in this report.

### **3. KEY ISSUES:**

- 3.1 The Council has a clear purpose to become a zero-carbon county that supports well-being, health, and dignity for everyone at every stage of life. Digital and data are recognised as key enablers that will help us achieve these outcomes.
- 3.2 Cabinet approved in May 2025 for the Council to transition a shared service model for digital and data in collaboration with Torfaen County Borough Council and Blaenau Gwent County Borough, as part of an expanded role for the Shared Resource Service (SRS).
- 3.3 All three organisations, along with Newport City Council, are partners in the Shared Resource Service (SRS) which has successfully supplied our technology services since 2011. The SRS has developed its capability over many years, from network resilience through to cloud migration.

- 3.4 Through the extended collaboration, the authorities are now able to capitalise on economies of scale to take us to the next level in meeting the Council's digital and data ambitions, as set out in the Council's digital and data strategy.
- 3.5 The Digital and Data Strategies of the partner authorities have common themes that made collaboration feasible. These themes centre around:
- Digital Skills Development
  - Customer-Centred Services
  - Collaboration and Innovation
  - Data and Evidence-Based Decision Making
  - Technology and Infrastructure
  - Automation and Efficiency
  - Sustainability and Inclusivity
- 3.6 Collaboration also increases the ability of partners to tackle inequalities through better use of digital and data in line with the Marmot principles endorsed by the Gwent Public Services Board. This includes preventing issues from occurring or worsening and contributing to better health outcomes.
- 3.7 Stemming from the strengthened collaboration this report looks to secure Cabinet approval for the Council's participation in, and contribution towards, a phased programme of foundational investment in Artificial Intelligence (AI) and Data Modernisation through the SRS partnership.
- 3.8 The SRS Strategic Board considered these proposals at its meeting on 21<sup>st</sup> April and recommended them for approval through partner authorities' own individual decision making. Newport City Council, Torfaen County Borough Council and Blaenau Gwent County Borough Council have already secured the necessary approval and funding to proceed. The investment in total across the local authority partners amounts to £2.47m. Monmouthshire, like other local authority partners, is looking to move forward at pace and not get left behind.
- 3.9 These proposals are not simply an investment in technology. They are a targeted investment intended to secure a return through higher productivity, reduced avoidable administrative and process cost, earlier intervention, better targeting of resources and more efficient service delivery. By creating the right shared foundations for AI and data modernisation, the Council will be better placed to release staff time for higher-value work, manage demand more effectively, reduce duplication and improve outcomes for residents, while also creating the conditions for future financial efficiencies and better long-term value for money.
- 3.10 These proposals have been developed over a period of time and have included specialist support and advice, as well as extensive senior officer and Cabinet member consultation through both SRS and Council governance arrangements.

## **Background and case for change**

- 3.11 Services across the Council and wider SRS partnership are experiencing sustained pressure from rising demand, increasing complexity of need, workforce constraints and growing expectations for accessible digital services. Across partner councils, many core processes remain sub-optimal or dependent on siloed systems and workarounds. New capabilities with AI and data that were unimaginable a few years ago are now within our grasp, enabling us to do more with the same, or even reducing budgets. This will help increase workforce productivity, freeing up our colleagues to focus on tasks requiring a more empathetic and human-centred approach.
- 3.12 The current position also creates risk. In the absence of a coordinated approach to the use of AI, partner councils can end up trialling separate tools, duplicating effort, missing economies of scale and allowing the use of unapproved or "free" AI tools that do not offer the governance, integration or security expected in a public service setting. These proposals look to introduce a shared and governed platform intended to replace this patchwork of ungoverned use.
- 3.13 In relation to data, key information about residents, families and service demand can sit in separate systems across organisations, making it harder to build a full picture quickly, coordinate support, identify risk early or plan resources effectively. Fragmented data is a limitation to earlier intervention, more efficient use of professional time and better outcomes.
- 3.14 This report therefore presents two connected investment proposals designed to address these issues in a practical, phased and controlled way:
- a shared AI foundation to provide a secure, governed platform for staff productivity, citizen contact and future service redesign; and
  - a shared data modernisation capability that can securely bring together information from multiple systems, improve data quality, and provide more timely and holistic data which will improve the speed and quality of decision-making by professionals and enable predictive analytics which can improve and accelerate our work on prevention. This will begin with the Single View of Child and other data use cases that will be identified, prioritised and progressed alongside.
- 3.15 These are 'enabling' investments. They are intended to improve the Council's ability to respond to pressure, use public money more effectively, support and enhance staff capabilities, act earlier where possible and improve the quality of decisions and services over time.

#### **What is being proposed - AI foundation**

- 3.16 The AI proposal is a three-year, partnership-wide programme designed to establish a secure, governed shared AI foundation across the four SRS partners. It replaces fragmented, ungoverned and inconsistent use with one shared AI Management Hub and associated delivery capability.
- 3.17 The AI programme has two stages:

- a Foundation stage, which creates a shared AI Management Hub integrated with systems and data, and provides approved AI capabilities for staff such as summarisation, translation, redaction and approved bots, alongside initial Digital Front Door capability for citizen enquiries; and
- a Scaling Innovation stage, which is intended to support end-to-end automation, more advanced AI use cases, council-wide chatbots, 24/7 digital services, and broader service transformation where value is evidenced.

3.18 The preferred delivery route is to use AWS (Amazon Web Services) Professional Services for the AI Management Hub and a professional services partner for the Digital Front Door, together with a preferred option for temporary staffing investment within the SRS Automation Team. Refer to the options appraisal section for more information on options that were considered.

3.19 The proposal is designed to deliver value through a single, shared approach rather than through each partner authority procuring separate solutions. This is intended to reduce duplication, strengthen governance, build internal capability and create economies of scale.

#### **What is being proposed - Data Modernisation and predictive analytics**

3.20 The Data Modernisation proposal seeks approval for Phase 1, focussed on single view technology, of a wider, phased programme to modernise how partners use data. This will complete the core data capability and deliver the Single View of Child (SVoC) as the first operational use case.

3.21 This will utilise two products that will enhance the council's data capabilities. ClearCore cleans, matches, and fixes messy and unstructured data from different sources to create one accurate, trusted record. This cleaned data is then fed into Microsoft Fabric, which analyses it and turns it into actionable information, opening-up greater access to data to our staff and councillors alike, significantly improving efficiency and transparency.

3.22 Phase 1 will:

- complete the shared data capability using Microsoft Fabric and ClearCore as the core components of the unified data platform;
- deliver operational SVoC dashboards across all four councils and at a regional level;
- provide additional project management capacity to support delivery at pace; and
- establish a repeatable, outcome-led delivery model for future use cases.

An expectation is set that other future user cases will be developed in parallel. That work is already well progressed across partner councils and an appetite exists within Monmouthshire to bring forward use cases that have the potential to deliver quick and demonstrable outcomes and results.

3.23 The Single View of Child is being used as the first use case because it addresses an area of high demand, high risk and high cost. It is intended to help professionals build a more joined-up view of need, identify issues earlier, improve decision-making and make better use of professional time.

3.24 Importantly, the benefit does not come from presenting a single view alone. The benefit comes from how the insight is used to support earlier intervention, targeted support, improved management of demand and better practice. The potential this provides for predictive analytics is intended to support professional judgement, not replace it.

### **Why the proposals matter for Monmouthshire County Council**

3.25 The data modernisation papers specifically note that, for Monmouthshire, the wider programme supports the Council's well-being objectives by breaking down data silos, improving insight for decision-makers and helping the Council identify need and target resources accordingly across service areas.

3.26 More broadly, both business cases are built around challenges that are directly relevant to Monmouthshire: rising demand, increasingly complex need, workforce pressure, the need to use public money well, and the importance of giving staff better tools and access to timely and reliable information at the push of a button so they can focus on high-value work rather than trawling multiple systems to build a picture.

3.27 For residents, the proposals are intended to support quicker and more accessible digital services, more proactive support, and better coordinated responses where multiple services are involved. For staff, they are intended to reduce administrative burden, improve access to trusted information and create more time for professional work. For Members, they are intended to improve insight, planning and assurance.

### **The story of change and opportunity**

3.28 These proposals need to be understood as service improvements that will enhance staff productivity and effectiveness by creating more time to spend on the things that only our talented workforce can do, not as an uncontrolled adoption of technology. The Council is investing in the foundations required to use AI and data safely, ethically and effectively, in order to improve services and make better use of its scarce resources.

3.29 It is important to be clear and explicit that:

- this is not a programme to remove human accountability from local authority services;
- this is not a proposal for uncontrolled or ungoverned automation;
- this is not a substitute for professional judgement; and
- this is not a one-off technology purchase, but a phased and governed programme combining people, process, governance, data and digital capability.

3.30 It is also important to acknowledge openly that residents, staff, trade unions, councillors, auditors and regulators may have legitimate concerns about privacy, fairness, security, job impact, transparency and bias. Confidence will come not from dismissing those concerns, but from showing that the Council is approaching them openly and putting strong safeguards in place from the outset.

3.31 For this very reason programme and project delivery will be phased, gated, reviewed at defined checkpoints, and only scaled where value, control and readiness are demonstrated.

### **Governance, safeguards and accountability**

- 3.32 Strong governance is central to both proposals. The AI programme is explicitly designed around a secure shared foundation with common standards for governance, data protection and service resilience, and progression through formal stage gates.
- 3.33 The Data Modernisation proposal is similarly structured around a phased and gated approach, with a formal pause-and-review point at the end of Phase 1 to assess evidence of impact, data quality, adoption, governance and scalability before any Phase 2 proposal is considered.
- 3.34 Further safeguards contained in the proposals include:
- secure, governed platforms rather than ad hoc tools;
  - clear governance and decision points before scaling use cases;
  - controlled access, audit and security arrangements for sensitive data;
  - data quality management through the unified data platform and ClearCore;
  - service owner, benefits owner and subject matter expert involvement through the service team model; and
  - success criteria and evaluation reports before further investment decisions are made.
- 3.35 For MCC, all use cases will be reviewed through appropriate existing internal governance before any operational deployment.

### **Workforce implications and staff confidence**

- 3.36 One of the primary purposes of the investment is to support staff with tools that reduce repetitive work, improve consistency, strengthen decision support and free capacity for higher-value frontline work.
- 3.37 The Data Modernisation proposal aims to give professionals a clearer, joined-up picture so that they spend less time gathering information and more time applying judgement and supporting citizens. Our approach to meeting the needs of residents and communities is dependent on the empathy, compassion and humanity that can only come from interactions with a real person. AI and Data Modernisation can speed up processes, assist with analysis and data gathering and reduce the administrative burden on already busy colleagues. It cannot and will not replace professional judgement.
- 3.38 This again emphasises these proposals as being enabling and supportive. They will affect how some tasks are undertaken and may, over time, create opportunities to redesign processes and use capacity differently. However, the report should give confidence that the Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes.
- 3.39 Successful implementation will depend on staff involvement, training, service ownership and change support. We do not want to build a model that leaves us forever dependent on external experts. It is important that this is an opportunity to upskill our own staff with the skills and capabilities they need to succeed and thrive in the workplace of the future.

For both proposals a structured service team model involving service owners, benefits owners, subject matter experts, data owners and practitioners, with explicit and proportionate time commitments will need to be secured and engaged from project and use case initiation.

3.40 For MCC, implementation should therefore include:

- early staff engagement and clear communication;
- appropriate engagement with trade unions;
- practical guidance and training;
- clear ownership within services; and
- ongoing feedback and review.

### **Environmental Considerations**

3.41 The proposed investment in AI and data capability has both positive and negative environmental implications which need to be recognised and actively managed.

3.42 On the one hand, the programme has the potential to contribute positively to the Council's environmental objectives. Improved use of data, automation and digital services can reduce duplication, streamline processes and minimise reliance on paper-based and travel-dependent activities. Over time, this can reduce emissions associated with service delivery, support more efficient use of resources, and enable better targeting of interventions that contribute to wider environmental and sustainability outcomes.

3.43 However, it is also important to recognise that the increased use of AI and data analytics has an environmental cost. AI systems rely on large-scale cloud computing infrastructure, including data centres, which require significant amounts of energy and, in some cases, water for cooling. As the use of AI expands, so too does the demand placed on this infrastructure.

3.44 The Council can take direct action to manage environmental impact through its own governance arrangements. As part of the programme, the Council will develop and adopt an AI policy that promotes the responsible and sustainable use of AI. This will include expectations around proportionate use, avoiding unnecessary processing, designing efficient solutions, and considering environmental impact as part of use case approval and governance. This ensures that AI is deployed only where it delivers clear public value and is used in a way that is efficient and sustainable.

3.45 The underlying data and digital infrastructure for the SRS partnership has already been migrated to a shared cloud environment using Amazon Web Services (AWS). As a result, these proposals do not introduce a new infrastructure footprint, but instead build on an existing, consolidated platform that is already designed to operate at scale and with greater efficiency than traditional, locally hosted systems. This migration has reduced duplication across partner authorities and enabled more efficient use of computing resources. Notwithstanding an increased use of AI and data will draw on more compute power from its cloud environment.

- 3.46 The use of AWS also provides an element of mitigation at provider level. AWS has committed to reaching net-zero carbon by 2040 and continues to invest in renewable energy, energy efficiency and water stewardship across its global data centre operations. By utilising a hyperscale cloud platform, the Council and its partners benefit from these efficiencies and from infrastructure that is typically more energy-efficient than equivalent on-premise provision.
- 3.47 The overall environmental impact is therefore considered to be manageable and proportionate. The proposals support a more efficient and sustainable operating model for the Council, while recognising and mitigating the environmental costs associated with increased digital and AI capability through a combination of shared infrastructure, supplier commitments and local governance controls.

### **Risks of inaction**

- 3.48 Inaction is not cost neutral. Without developing the use of AI and data technology, demand pressure would increasingly need to be absorbed through higher staffing levels, manual processes and fragmented solutions, with avoidable risk from ungoverned AI use.
- 3.49 Without the Data Modernisation investment, partners would remain dependent on fragmented data, slower and more reactive ways of working, duplicated reporting approaches and reduced ability to identify risk, manage demand and intervene early. This in turn increases medium-term cost exposure and reduces the ability to manage demand proactively within existing resources.
- 3.50 In practical terms, the risk of not proceeding is that MCC would continue to experience avoidable inefficiency, slower modernisation, weaker insight, greater duplication and missed opportunities to improve services and make better use of public money.

### **Principal risks and mitigations**

- 3.51 It is important that the principal risks associated with proceeding are understood and suitably mitigated. These can be summarised as follows:
- Delivery capacity risk – the current automation and data delivery teams do not have sufficient capacity to deliver the programmes at pace without temporary staffing and specialist support. This is why the preferred AI option includes temporary Automation Team posts and the Data Modernisation proposal includes project management capacity.
  - Service capacity, capability, skills and change risk – progress depends on service leads and practitioners being available to shape, test and adopt use cases. It also depends on services having the capability and skills to implement and maintain the tools. The service team model and the staged approach are intended to make that commitment explicit and proportionate.
  - Data quality and integration risk – benefits depend on the quality of source data and the ability to integrate systems reliably. The Data Modernisation proposal specifically relies on Microsoft Fabric and ClearCore to improve matching, standardisation and data quality. This will require service ownership to address and improve data quality.
  - Security, privacy and governance risk – both programmes rely on careful control of sensitive information, secure platforms and proper access controls. A rigorous DPIA

and governance approach will be implemented and user access will be role-based and audited.

- User adoption risk – benefits will not be realised if staff do not trust or use the tools. The proposals therefore emphasise early design involvement, training, implementation support and benefits tracking. The phasing and scaling of adoption aids staff and services being adopted the change in incremental manner.
- Financial risk – the programmes involve up-front investment and, in the case of AI, transactional usage costs that are not yet fully modelled. The mitigating control is staged delivery, formal review points and cost management and benefit realisation as the programmes progress.

3.52 The key point here is that these risks are real, but they are being addressed through a deliberate, phased and governed approach. That is preferable to fragmented or unmanaged adoption.

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

- 4.1 The proposals have significant potential positive impacts. They are intended to support earlier intervention, more joined-up services, more effective safeguarding, better use of professional time, improved access to services, and better targeting of resources. The Single View of Child is intended to improve the ability of professionals to identify concerns earlier and coordinate support more effectively, supporting professional judgement and decision-making.
- 4.2 The proposals also support the Council's long-term resilience and prevention agenda. The Data Modernisation programme aims to be an enabling investment that supports a more preventative, sustainable and evidence-led model of service delivery, including improved understanding and management of demand over time, aligned with wider well-being and Marmot-related ambitions across the partnership.
- 4.3 There are also potential negative impacts and risks if implementation is not well governed. AI and predictive analytics can create concerns about bias, fairness, transparency, privacy, digital exclusion and workforce anxiety. There is also a risk that AI outputs could be over-relied upon or misinterpreted, and that poorly interpreted insight could increase reactive or risk-averse practice rather than support proportionate early intervention. These risks have been assessed in the impact assessment, are acknowledged and will be actively managed.
- 4.4 The Council will therefore ensure that equality, Welsh language, accessibility, safeguarding, privacy and social justice considerations are built into both programmes and into each individual use case, supported by appropriate impact assessment where required, clear governance arrangements, and ongoing human oversight and review.
- 4.5 The proposals support longer-term sustainability by improving the Council's ability to understand and manage demand, intervene earlier, share learning across partners and build enduring capability rather than rely on short-term fixes, supporting long-term service sustainability and resilience.

4.6 The full integrated impact assessment is shown in **appendix 1**.

## **5. OPTIONS APPRAISAL:**

5.1 Two stages of options appraisal were undertaken in considering these investment proposals:

### **1. AI and Data Approach**

#### Option 1 – Do nothing / continue with current arrangements

5.2 Under this option, the Council would not make a dedicated foundational investment and would continue to use existing systems, skills and reporting arrangements.

5.3 This option has the advantage of avoiding immediate cost and organisational disruption. However, it does not address existing limitations to deliver the Councils digital and data strategy aims, does not reduce the risk of inconsistent or unmanaged use of AI tools, and does not position the Council to realise service, productivity and prevention benefits. It is therefore not recommended.

#### Option 2 – Introduce isolated AI tools without wider foundational investment

5.4 Under this option, the Council would procure selected AI-enabled tools for immediate service or productivity use without making broader investment in governance, data foundations, skills and programme management.

5.5 While this may appear quicker, it carries significant risks. Benefits may be short-lived or uneven, governance may be insufficient, data quality issues may be unresolved, and the Council may create fragmented practice across services. This option is therefore not recommended.

#### Option 3 – Approve phased foundational investment in AI and Data Modernisation

5.6 Under this option, the Council would establish the required foundations first, prioritise use cases carefully, and implement in phases with governance and assurance built in from the outset.

5.7 This option provides the best balance between ambition and control. It enables the Council to modernise responsibly, realise measurable benefits over time, support staff, and maintain public confidence. This is the preferred option.

### **2. Delivery method options**

#### AI Programme

5.8 Option 1 – AWS Professional Services for all phases – This option would use AWS Professional Services across the full AI programme. It offers broad and flexible opportunities for AI development, but the preferred papers conclude that a mixed model using a specialist partner for the Digital Front Door offers faster delivery in that area.

- 5.9 Option 2 – AWS Professional Services plus a Pro Services Partner for the Digital Front Door – This is the preferred option in the AI business case. It uses AWS for the shared AI hub and a specialist Pro Services Partner for the Digital Front Door, drawing on proven local government experience and enabling faster deployment while retaining a shared platform and knowledge transfer approach.
- 5.10 Option 3 – Third-party single vendor platform – This option offers a more packaged and rapid route but at significantly higher cost, with annual software licensing and increased vendor lock-in.

#### Staffing option for AI delivery

- 5.11 Option 1 – temporary staffing uplift within the SRS Automation Team – This is the preferred option because it provides the delivery capacity required while maximising knowledge transfer and protecting other critical digital and compliance work.
- 5.12 Option 2 – reallocate resource from the Applications, Management and Development (AMD) team – This option is not preferred because it introduces significant risk to other critical projects, compliance work and service levels at the SRS.

#### Data Modernisation

- 5.13 Option 1 – Do not proceed / continue with current arrangements – This would avoid immediate expenditure but would leave the Council dependent on fragmented data, manual workarounds, slower insight, under-utilisation of existing investment and weaker ability to intervene early. It is not recommended.
- 5.14 Option 2 – Approve Phase 1 only, with a formal gateway before Phase 2 – This is the recommended option. It enables Monmouthshire to complete the shared data foundation, deliver the Single View of Child and assess evidence of benefit, adoption and scalability before considering further phases.
- 5.15 Option 3 – Commit now to wider Phase 2 scaling – This is not recommended at this stage because the Data Modernisation papers are clear that further investment should only be brought forward where Phase 1 evidence supports it and where delivery capacity and partner readiness are understood.

#### **Preferred option**

- 5.16 The preferred overall approach is therefore to approve phased foundational investment in AI and Data Modernisation achieved by:
- AI Option 2 plus Staffing Option 1; and
  - Data Modernisation Phase 1, with a formal gateway before any Phase 2 commitment.

## **6. EVALUATION CRITERIA:**

- 6.1 There are already robust governance arrangements in place in both the SRS and the Council to maintain appropriate oversight of strategic and operational delivery of digital and data programmes and projects.

- 6.2 The SRS Strategic Board, supported by the SRS Finance & Governance Board and the SRS Business & Collaboration Board, will maintain oversight of the wider delivery of partnership priorities.
- 6.3 The Council has a Digital & Data Steering Group to maintain oversight on programme and project governance and delivery. Separate strategic briefings are maintained with the Leader as Cabinet portfolio holder for digital and data. Appropriate senior representation from the Council and SRS sits on the FPOP Programme Assurance Board to ensure there is appropriate scrutiny and challenge from the perspective of the Council's overall change programme.
- 6.4 All governance structures have been involved in the development of these investment proposals. Each will maintain its own specific interest to ensure that the stated objectives, outcomes and benefits are delivered on time and to budget.
- 6.5 A benefits and value framework has already been established against which outcomes will be monitored through programme governance and normal performance reporting arrangements. Success will be measured through:
- delivery of agreed capabilities, outcomes and efficiencies;
  - uptake by staff and services;
  - improvements in service performance and satisfaction; and
  - evidence of better decision-making and earlier intervention.
  - assessment of impact on service outcomes

#### AI Programme

- 6.6 Success measures for the AI programme will include:
- delivery of the AI Management Hub and Digital Front Door capability within agreed timescales;
  - adoption of governed AI tools by partners;
  - completion of structured discovery and prioritisation for priority use cases;
  - evidence of staff upskilling and knowledge transfer into the SRS Automation Team; and
  - evidence of measurable service or productivity and outcome benefits in implemented use cases.

#### Data Modernisation

- 6.7 The success criteria for Single View of the Child to be used for Phase 1 evaluation include:
- dashboards live and operational across all four councils and a regional view;
  - agreed data sources integrated and refreshed at a frequency that meets service needs;
  - strong data quality and matching performance;
  - evidence of user adoption and confidence;
  - evidence of early improvement in decision-making, practice or earlier intervention; and
  - no major governance, privacy or security concerns.

6.8 Formal review points will be built into overall programme delivery, including:

- ongoing programme monitoring;
- an end of Q3 / Q4 FY2026 pause-and-review point for Data Modernisation; and
- stage gates for progression of AI use cases.

6.9 A formal review will take place for data modernisation / single view of the child at the end of Year 1 / Phase 1 before any further investment consideration is taken around wider rollout.

## **7. REASONS:**

7.1 As outlined in the key issues section of the report and the strategic case for change these proposals wholly align with the key aims and objectives of the Council's digital and data strategy. This 'enabling' investment supports both the delivery of the Community and Corporate Plan and the Council's FPOP (*For Purpose On Purpose*) change programme.

7.2 These investment proposals are required because the Council needs to improve its ability to use data, digital tools and insight in order to respond to rising demand, financial pressure and increasing service complexity.

7.3 The proposed investment will help the Council move from fragmented and largely retrospective use of data towards a more joined-up, proactive and preventative model.

7.4 The decision is also required to ensure that any use of AI and predictive analytics develops within an appropriate framework of governance, legal compliance, ethical safeguards, accountability and workforce engagement.

7.5 In summary, the decision is needed to improve service effectiveness, strengthen organisational resilience, support staff, make better use of Council resources, and modernise in a way that is controlled and consistent with the Council's values.

## **8. RESOURCE IMPLICATIONS:**

8.1 Subject to Cabinet approval, expenditure will be phased and linked to implementation milestones and decision gateways. The investment will support:

- programme leadership and delivery capacity;
- technical and data capability;
- governance and assurance activity;
- workforce training and change management;
- early priority use cases capable of demonstrating practical value.

8.2 The combined direct one-off investment commitment for Monmouthshire arising from the two proposals and to be met from the Invest to Redesign reserve, is £596,654 profiled as:

Year 1: £462,654

Year 2: £66,000

Year 3: £68,000

- 8.3 Of which the AI programme requires a three-year contribution of £516,000 per partner, profiled as:

Year 1: £382,000

Year 2: £66,000

Year 3: £68,000

- 8.4 This covers the preferred delivery route via AWS and a temporary staffing model within the SRS Automation Team. The proposed temporary roles required are:

Lead Automation Engineer;  
Senior Automation Engineer;  
2 x Automation Engineer; and  
Project Manager,

with a total annual staffing cost of £253,400 across the partnership, equivalent to approximately £64,000 per partner, subject to annual review.

- 8.5 The AI totals above do not include recurring transactional AI usage costs for the Digital Front Door. This will be met via a contribution from the Invest to Redesign reserve of £34,000 in year 1 (2026/27), with the cost for subsequent years incorporated into the MTFP from 2027/28.

- 8.6 The Data Modernisation Phase 1 proposal requires:

- a one-off cost of £80,654 per partner in Year 1; and
- a recurring Microsoft Fabric licence cost of £20,500 per partner per annum. This will be met via a contribution from the Invest to Redesign reserve of £20,500 in year 1 (2026/27), with the cost for subsequent years incorporated into the MTFP from 2027/28.

- 8.7 The proposal also has wider resource implications beyond finance and that may need to be separately considered to the extent they cannot be accommodated within the Council's existing revenue and capital budgets. These will be considered separately on a case-by-case basis and include:

- staff time and leadership capacity;
- digital, data and information governance capability;
- organisational development and communications support.

- 8.8 In recognising these wider potential resource implications a contribution of £200,000 is proposed to be drawn from the Invest to Redesign reserve to act as initial budget provision to support services to implement AI and Data projects.

- 8.9 Services will be expected in the first instance to accommodate the necessary investment of staff time from within existing resources and budget. To the extent that this is not possible and backfill arrangements or further capability is required then evidence based requests will need to be made to the Digital & Data Steering Group for consideration.
- 8.10 The total contribution requested from the Invest to Redesign reserve will therefore be £851,154.
- 8.11 It should also be noted that ClearCore costs of £27,500 per annum are already included within existing partner contributions and are not part of the new funding request.
- 8.12 The investment proposal outlines where financial benefit and return on investment can be secured, particularly where the Council can translate improved productivity and insight into service redesign, demand management and more efficient deployment of resources. This is expected to be most visible through:
- productivity gains that release staff time for higher-value frontline and resident-facing work;
  - avoidance of unnecessary process cost, duplication and manual administration;
  - improved targeting of resources so support is directed sooner and more effectively where need is greatest;
  - earlier intervention and reduced downstream demand, particularly in high-cost and high-risk service areas; and
  - better decision support and service planning, enabling councillors and residents to see that investment is being converted into more timely, effective and efficient services.
- 8.13 For AI, these include productivity gains, improved digital access, demand reduction and service redesign, with benefits to be validated through discovery and use-case development. The strongest return on investment case will come where those gains are deliberately converted into measurable improvements such as faster response times, reduced avoidable contact, lower process cost, and capacity released for frontline delivery. Benefits will therefore need to be validated, quantified where possible, and owned through structured discovery and benefits realisation processes.
- 8.14 For Data Modernisation, total Children's Services net spend across the four partners is approximately £162m per annum, and with even modest improvements in demand management and deployment of resources could have a material impact. While stressing that these are not savings targets but illustrations of scale, a 0.1% improvement equates to approximately £162,000 per annum, 0.5% equates to approximately £810,000 per annum, and 1% equates to approximately £1.62m per annum. The opportunity to derive benefit lies in using this improved insight not simply to report demand, but to intervene earlier, redesign pathways, reduce avoidable escalation, and improve allocation of staff and resources in ways that can generate both better outcomes for residents and stronger medium-term financial value.
- 8.15 While these benefits are material, it is important that they are presented realistically. Not all benefits will be seen to cash-release immediately. In many cases, value will be realised through improved capacity, demand management, reduced administrative burden, avoided

cost growth and stronger service outcomes. However, this is also the means by which the Council can build a credible narrative around return on investment. Showing that the investment is allowing Council priorities to be met, helping staff spend more time where need is greatest, helping services respond earlier and better, and creating the conditions for future efficiencies and better use of public money.

- 8.16 This investment should therefore be seen as capable of benefiting the MTFP through cashable efficiencies being realised over time through resultant budget proposals, service redesign and tighter management of demand and capacity. The opportunity to realise savings will depend on services actively using the new capability to change processes, reduce avoidable activity, and manage vacancies, turnover and resource deployment more strategically. Any workforce reduction will need to be carefully managed through natural turnover and vacancies arising.
- 8.17 Financial risks include implementation cost pressure, slower-than-expected benefits realisation, and the risk of underestimating change and capacity requirements, especially from within services. These risks will be managed through phased delivery, milestone-based approvals, programme oversight, and regular financial and benefits review.
- 8.18 This programme should be viewed as a corporate change programme rather than a stand-alone technology purchase, and thus why it is embedded as a core theme of the Council's FPOP change programme.

## **9. CONSULTEES:**

Cabinet  
Strategic Leadership Team  
Digital & Data Steering Group  
F-POP Programme Assurance Board  
Performance & Overview Scrutiny Committee

Performance & Overview Scrutiny Committee will consider this report at its meeting on 9<sup>th</sup> June. Feedback from the scrutiny committee, including Chair's comments will be provided via verbal and/or written representations at the Cabinet meeting itself.

## **10. BACKGROUND PAPERS:**

Appendix 1 – Integrated Impact Assessment

SRS Strategic Board papers – meeting dated 21<sup>st</sup> April 2026 (background papers)

## **11. AUTHOR:**

Peter Davies, Deputy Chief Executive & Strategic Director for Resources

## **12. CONTACT DETAILS:**

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# Integrated Impact Assessment Template

(incorporating Equalities, Socio-economic Duty, Future Generations, Welsh Language Measures, Corporate Parenting)

<p><b>Name of the Officer</b> Peter Davies, Deputy Chief Executive &amp; Statutory Director for Resources</p> <p><b>Phone no:</b> 07398 954828 <b>E-mail:</b> <a href="mailto:peterdavies@monmouthshire.gov.uk">peterdavies@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>To approve a three-year, SRS partnership-wide investment in Artificial Intelligence (AI) and data capability to establish secure and governed AI and data foundations; improve resident and customer access to services; support staff by reducing administrative burden; and deliver measurable improvements in service quality and demand management.</p> <p>This will be delivered through a phased and controlled approach, with strong governance and safeguards to ensure lawful, ethical and transparent use of data, with human accountability retained for all decision making.</p>
<p><b>Name of Service area</b></p> <p>Resources directorate</p>	<p><b>Date:</b> 5<sup>th</sup> May 2026</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.

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Age</b>  <i>Consider the impact on our community in relation to age, e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents. Including services provided to older and younger people.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p> <p>.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>Some older residents may have lower digital confidence or access, creating a risk of digital exclusion if alternative access routes are not maintained.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review</p> <p>Retain telephone and face-to-face routes; assisted digital support via customer services, libraries and hubs. Apply simple, accessible design standards.</p>

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Disability</b>  <i>Consider the impact and what issues there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this; producing information in alternative formats, employment issues etc.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents. Including services provided to disabled people.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>There is a risk that not all accessibility needs are met digitally.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Accessibility-by-design approach; testing against WCAG standards; user testing with people with lived experience of disability; and ongoing monitoring of accessibility compliance, supported by human oversight of AI outputs.</p>

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Gender reassignment</b>  <i>Consider the provision of inclusive services for transgender people and groups. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Marriage or civil partnership</b>  <i>Same-sex couples registered as civil partners have the same rights as married couples and must be provided with the same benefits, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. Consider the impact of your proposal on these rights.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><b><u>Protected Characteristics</u></b></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Pregnancy or maternity</b>  <i>A woman is protected from discrimination during her pregnancy, maternity leave and 26 weeks from the day she gives birth. Including the provision of services, goods and facilities and recreational or training facilities. Consider the impact of your proposal on these protections.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery.</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>Race</b></p> <p><i>What will the proposal do to promote race equality with the aim of eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between different racial groups. Think about the potential to affect racial groups differently. Possible issues include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveler, migrant communities and recording of racist incidents etc.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p> <p>There is a recognised risk that AI models may reflect or amplify existing bias within underlying data or algorithms, which could disproportionately affect people from minority ethnic backgrounds.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Use of a governed AI platform; bias testing and monitoring; transparency of outputs where appropriate; and mandatory human review and escalation routes before decisions are acted upon.</p>

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Religion or Belief</b>  <i>Consider the impact 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>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>Sex</b>  <i>Consider what issues there are for men and women. Will this impact disproportionately on one group more than another e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<u>Protected Characteristics</u>	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?
<p><b>Sexual Orientation</b>  <i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbia, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i></p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

## 2. The Socio-economic Duty

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.

*Socio-economic disadvantage can be defined as living in less favorable social and economic circumstances than others in society. It also includes social justice, which is about reducing inequalities by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential.*

**Consider how the proposal could affect the following vulnerable groups:**

Armed Forces Community (including veterans)

Single parents

Vulnerable families

Single adult households

Carers

Students

People living in the most deprived areas

Pensioners

Homeless People

People misusing substances

People who have experienced the asylum system

People involved in the criminal justice system

<u>Socio-economic Duty</u>	<b>Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage</b>	<b>Describe any negative impacts your proposal has in respect of people suffering from socio economic disadvantage.</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage?</b>
<p><i>Think of what evidence 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></p> <p>Page 29</p>	<p>The investments aim to support improvements in service accessibility and responsiveness that will benefit all residents.</p> <p>For example the digital Front Door aims to improve access for deprived communities and vulnerable households. The Single View of the Child project will use data to generate insight to enable earlier identification of need and more targeted interventions.</p> <p>The investment also aims to support improvements in efficiency and effectiveness of work practice for staff. This will help increase workforce productivity, freeing up our colleagues to focus on tasks requiring a more empathetic and human-centred approach.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these</p> <p>People experiencing socio-economic disadvantage may be digitally excluded and initially benefit less from digital improvements, if alternative access routes are not maintained.</p> <p>These proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p> <p>Retention of assisted and face-to-face access; targeted support for digitally excluded groups; and ongoing monitoring of service usage, access and outcomes through programme governance.</p> <p>To upskill our own staff with the skills and capabilities they need to succeed and thrive in the workplace of the future</p>

### **3. Policy making and the Welsh language**

*What are 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? How could positive effects be increased, or negative effects be mitigated? 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.*

<p><b>How does your proposal impact on the following aspects of the <a href="#">Council's Welsh Language Standards</a>:</b></p>	<p><b>Describe the positive impacts of this proposal</b></p>	<p><b>Describe the negative impacts of this proposal</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b></p>
<p><b>Policy Making:</b>  <i>Consider what impact this policy decision will have on the Welsh Language. This includes opportunities for people to use the language, opportunities to promote the language and treating the language no less favourably than the English language. Include any data and evidence e.g. WESP, Census Data, Cymraeg 2050, Welsh Language Strategy.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to promote and use the Welsh language are enhanced.</p>	<p>No impact identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p>
<p><b>Operational:</b>  <b>Recruitment &amp; Training of workforce</b>  <i>Carefully consider whether vacant posts require Welsh language skills as a desirable or essential skill. This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also, when assessing the need for Welsh language skills keep in mind the existing Welsh language skills within the workforce. In service areas where there is a current lack of Welsh language skills, posts should be advertised as Welsh language essential. Additionally, consider where further training may be needed to increase the number of staff who can speak Welsh and to enhance the skills of current Welsh speakers.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use Welsh are enhanced.</p> <p>AI tools can be used to support Welsh language use and skills development.</p>	<p>These proposals will affect the council's workforce, including colleagues delivering services through the Welsh language, and how some tasks are undertaken. They may, over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>To upskill our own staff including in roles delivering services through the Welsh language with the skills and capabilities they need to succeed and thrive in the workplace of the future.</p>

<p><b>Service Delivery: Use of Welsh language in service delivery</b></p> <p><i>When advertising our services you must promote the fact that people can deal with the council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.</i></p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use the Welsh language are enhanced.</p> <p>The tools will improve the ability to deliver services in Welsh consistently across channels (web, chat, correspondence).</p>	<p>No impact identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p> <p>Governance oversight to ensure compliance with Welsh Language Standards and consistent user experience.</p>
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**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

<p><u><a href="#">Well Being Goals</a></u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A prosperous Wales</b> <i>An innovative, productive and low carbon society which recognises global limits and uses resources efficiently (including acting on climate change); a skilled and well-educated population in an economy which generates wealth and provides jobs.</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and work practice for staff and delivery of the Council's well-being objectives.</p>	<p>The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of</p>	<p>Stage-gated investment to ensure value for money. To implement clear governance arrangements, and ongoing human oversight and review.</p> <p>To upskill our own staff with the skills and capabilities they need to succeed</p>


<p><u>Well Being Goals</u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
		<p>professional expertise or to bypass normal workforce processes</p>	<p>and thrive in the workplace of the future</p>
<p>Page 33</p> <p><b>Resilient Wales</b>  <i>Maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</i></p>	<p>The programmes have the potential to contribute positively to the Council’s well-being and environmental objectives. They have the potential to reduce duplication of systems and infrastructure across organisations, support the more efficient and sustainable use of resources and targeting of interventions to deliver the Council’s objectives.</p>	<p>The increased use of AI and data analytics has an environmental cost. AI systems rely on large-scale cloud computing infrastructure, including data centres, which require significant amounts of energy and, in some cases, water for cooling.</p> <p>The proposals will not introduce any new infrastructure, it will build on existing, consolidated platform that already exist. Notwithstanding an increased use of AI and data will draw on more compute power from its cloud environment.</p> <p>The supplier also has some environmental mitigation measure commitments.</p> <p>Increased digital infrastructure energy use.</p>	<p>The use of cloud efficiency and shared platforms reduce duplication.</p> <p>To develop an AI policy that will provide clear guidance on appropriate and efficient use of AI.</p>


<p><u>Well Being Goals</u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A healthier Wales</b>  <i>People's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p>	<p>The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>
<p><b>A Wales of cohesive communities</b>  <i>Communities are attractive, viable, safe and well connected</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p>	<p>None identified at this stage</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>
<p><b>A globally responsible Wales</b>  <i>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives</p>	<p>None identified at this stage.</p>	<p>To implement clear governance arrangements, and ongoing human oversight and review.</p>


<p><u>Well Being Goals</u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b>  <i>Promotes and protects culture, heritage and the Welsh language, and participation in the arts, and sports and recreation</i></p> <p>Page 35</p>	<p>AI tools will be designed to operate bilingually from the outset, embedding Welsh Language Standards consistently across services and ensuring opportunities to use the Welsh language are enhanced.</p> <p>Supports bilingual service access and modern promotion of Welsh language use.</p>	<p>None identified at this stage.</p>	<p>Welsh language requirements will be specified in design and procurement.</p> <p>Testing of bilingual functionality before deployment; and ongoing monitoring to ensure Welsh language services is provided as residents move through the customer journey.</p> <p>Governance oversight to ensure compliance with Welsh Language Standards and consistent user experience.</p>
<p><b>A more equal Wales</b>  <i>People can fulfil their potential no matter what their background or circumstances. (This includes the protected characteristics listed in Section 1 above. You can add more detail there. Don't forget to think about the impacts on poverty)</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives. Including, helping reduce inequalities of outcome, particularly for disadvantaged or vulnerable groups.</p> <p>Governance arrangements will be established to ensure human accountability and professional judgments remain integral to council service delivery</p>	<p>The use of AI and data analytics requires risks, issues and concerns with privacy, fairness, security, job impact, transparency and bias to be recognised and addressed. The council is approaching them openly and putting safeguards in place from the outset to mitigate these.</p>	<p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review</p>



<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?

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

<u>Sustainable Development Principles</u>	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="98 703 136 863">Page 36</p>  <p data-bbox="129 938 264 970"><b>Long Term</b></p> <p data-bbox="315 719 600 863">Balancing short term need with long term and planning for the future</p> <p data-bbox="315 903 600 999"><i>We are required to look beyond the usual short term timescales for</i></p> <p data-bbox="107 1007 600 1142"><i>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 data-bbox="629 719 1301 871">The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives. This will inform long term planning in the Council.</p> <p data-bbox="629 903 1301 975">The investment provides the foundations for longer term AI and data capability.</p>	<p data-bbox="1346 719 2096 871">Stage-gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling. To implement clear governance arrangements, and ongoing human oversight and review.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p> <p>The investment will be delivered collaboratively across the SRS partnership on a shared platform.</p>	<p>To continue to maintain and review opportunities for partner engagement and collaborative working.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<div data-bbox="100 593 280 813">  <p data-bbox="100 782 280 813"><b>Involvement</b></p> </div> <p data-bbox="302 582 616 694">Involving those with an interest and seeking their views</p> <p data-bbox="302 726 616 821"><i>Who are the stakeholders who will be affected by your</i></p> <p data-bbox="100 829 616 933"><i>proposal? Have they been involved? Do those people reflect the diversity of the area which is served?</i></p>	<p data-bbox="638 255 1332 375">The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives.</p> <p data-bbox="638 414 1332 582">There are established governance arrangements across the SRS and partner organisations have been involved throughout. Service leads have been involved in discovery and prioritization.</p> <p data-bbox="638 622 1332 782">The proposal will affect how some services are delivered. Understanding service user needs and involvement and engagement in any changes in services delivery will be integral.</p> <p data-bbox="638 821 1332 1117">The proposals will affect the council's workforce and how some tasks are undertaken. They may over time, create opportunities to redesign processes and use capacity differently. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes.</p>	<p data-bbox="1355 255 2116 367">To undertake wider engagement with staff and service users during phased implementation and individual use case design.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives. Including developing data insight and AI processes to inform the delivery and development of preventive services to manage demand and reduce inequalities.</p>	<p>To identify use cases that support the Council's objectives to deliver preventive services.</p> <p>Stage-gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling</p>
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><i>Focus here on how you will better integrate the Wellbeing Goals impacts on people, economy and environment described above and balance any competing impacts. Think about impacts the proposal may have on other organisations</i></p>	<p>The investment aims to support improvements in efficiency and effectiveness of council services and the delivery of the Council's well-being objectives</p> <p>The investment will be delivered collaboratively across the SRS partnership on a shared platform</p>	<p>Stage gated investment and formal evaluation points to ensure value for money and benefits are realised before further scaling</p>

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

	<b>Describe any positive impacts your proposal has</b>	<b>Describe any negative impacts your proposal has</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b><u>Safeguarding</u></b>  <i>Safeguarding in this context applies to children (not yet reached 18th birthday) and adult at risk (identified as a person over the age of 18 and who (a) is experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.) Safeguarding is about ensuring that everything is in place to promote the well-being of children and adults at risk, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i></p>	<p>The proposals are intended to support earlier intervention, more joined-up services, more effective safeguarding, better use of professional time, improved access to services, and better targeting of resources. The Single View of Child is intended to improve the ability of professionals to identify concerns earlier and coordinate support more effectively, supporting professional judgement and decision-making.</p>	<p>There are also potential negative impacts and risks if implementation is not well governed. AI and predictive analytics can create concerns about bias, fairness, transparency, privacy, digital exclusion and workforce anxiety.</p> <p>There are risks if data used is incomplete, not accurate or misinterpreted.</p> <p>There is also a risk that AI and predictive analytics outputs could be over-relied upon, misinterpreted, or used without sufficient professional judgement in safeguarding contexts.</p>	<p>AI and data insight outputs will be advisory only. Safeguarding decisions will remain the responsibility of qualified professionals.</p> <p>Clear protocols, training and governance arrangements will ensure data insight and AI supports—not replaces—professional judgement, with audit and oversight mechanisms in place.</p> <p>Ensure that equality, accessibility, safeguarding, privacy and workforce considerations are built into both programmes and into each individual use case. Supported by appropriate impact assessment, clear governance arrangements, and ongoing human oversight and review.</p>

<p><b><u>Corporate Parenting, Care Leavers and Care Experienced People</u></b></p> <p><i>This relates to those children who are 'looked after' by the Local Authority either through voluntary arrangements with their parents or through a Court Order. The Council has a corporate duty to consider 'children who are looked after especially and to promote their welfare (in a way, as though those children were their own). It also relates to care experienced people (people who have spent time in care when they were under 18 years old). The Council must consider how to help overcome the disadvantages and discrimination they experience.</i></p>	<p>The proposals aim to improve access to joined-up information (including through the Single View of Child) support earlier identification of need, improved coordination of support, and more timely interventions for looked-after children, care leavers and care experienced people.</p>	<p>There are risks if data is incomplete, not accurate or misinterpreted. .</p> <p>There is also a risk that AI and predictive analytics outputs could be over-relied upon, misinterpreted, or used without sufficient professional judgement for looked-after children, care leavers and care experienced people.</p>	<p>Mitigated through professional oversight, data quality controls, safeguarding governance arrangements and clear accountability for decision-making.</p>
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**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. Key strategies and documents that may help you include: Community and Corporate Plan, Asset Management Strategy, Digital and Data Strategy, Medium Term Financial Strategy, People Strategy, Socially Responsible Procurement Strategy: [Enabling Strategies](#) See Guidance for more examples.*

- SRS AI Foundation Executive Summary and business case
- SRS Data Modernisation Executive Summary and business case
- MCC Digital and Data strategy
- Wider enabling strategies – notably financial strategy and people strategy
- Serious Case Review findings, and evidence from UK local authorities implementing AI and Single View approaches have informed the development of this proposal.

**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*

Overall, the proposal delivers significant positive impacts through improved service access, better use of data, increased workforce capacity and stronger prevention.

These proposals will affect the council's workforce and how some tasks are undertaken. They will also affect how some services are delivered to residents. The Council's intention is to equip staff better, not to remove the importance of professional expertise or to bypass normal workforce processes. There will be wider engagement with staff and service users during phased implementation and individual use case design.

The principal risks relate to digital exclusion, bias in AI systems, and the use of data in sensitive decision-making contexts. These risks have directly informed the design of the programme, which adopts a phased, controlled approach with strong governance, human oversight and explicit safeguards to maintain public trust and accountability.

**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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Embed equality, Welsh language and safeguarding requirements into AI and Data governance	Programme initiation	SRS Automation team; MCC Digital and information governance teams
Monitor equality, Welsh language and socio-economic impacts impacts through stage gates	Ongoing	SRS Governance Boards MCC Digital & Data Steering Group
Review digital inclusion outcomes and adjust mitigations	Annual	SRS and MCC Digital teams

**10. VERSION CONTROL: The Integrated Impact Assessment 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.**

<b>Version No.</b>	<b>Decision making stage</b> <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
V0.1	Initial draft	5 <sup>th</sup> May 2026	
V0.2	Updated draft following feedback and consultation	28 <sup>th</sup> May 2026	

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# Monmouthshire Scrutiny

## Performance and Overview Scrutiny Committee ~ Feedback to Cabinet of Meeting held on 9<sup>th</sup> June 2026

### Report Item 6: Building the Foundations for Data and AI Enabled Public Services – Scrutiny of the Business Case

#### Key Issues raised by the Committee:

- Are we being sufficiently ambitious and fast enough in adopting AI, or is a three-year “foundations” approach too slow?

Response: Peter Davies said the programme is front-loaded, with early investment and external support to build pace and internal capability. Councillor Brocklesby added that progress must be fast but properly governed, with strong foundations to avoid fragmented or harmful implementation. Paul Jefford (SRS) said year one will focus on core guardrails such as access controls, governance and data structure, enabling faster, scalable rollout later. He also noted that more than 160 potential use cases have already been identified, showing readiness to move quickly once the foundations are in place.

- Is caution and governance slowing progress unnecessarily?

Response: Councillor Brocklesby said governance is essential to keep AI human-centred and aligned with council values, enabling pace with safeguards rather than delay. Paul added that governance is an enabler, ensuring the right data access so solutions can be audited and scaled safely across services.

- Will the programme deliver tangible, real-world impacts quickly?

Response: Councillor Brocklesby said progress will be rapid, with early use cases such as single view of the child, homelessness and debt showing practical and preventative benefits. Paul added that benefits are expected internally and externally, including less staff time spent searching data, better decision-making, and customer-facing tools such as chatbots handling routine enquiries so staff can focus on complex cases.

- How many of the 160 identified use cases will be prioritised initially?

Response: Paul advised that initial focus will be on shared priorities (e.g. AI front door, single view of the child), plus around three additional use cases per authority in year one, agreed collectively.

- How will you balance customer-facing improvements vs internal productivity tools?

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Response: Both will be progressed in parallel - customer-facing AI (e.g. chatbots) and internal tools (e.g. HR bots, document handling) as part of the same programme.

- What is meant by AI bias and how will it be managed?

Response: Bias can arise from large language models using inaccurate or unverified data; mitigation includes using controlled/internal data sources, approved models, and ongoing review processes.

- How will ongoing evaluation and value for money be ensured?

Response: Peter advised that this will be achieved through stage-gated delivery, governance structures, and benefit/value frameworks, with continuous monitoring and scrutiny.

- How will environmental impacts of AI be mitigated?

Response: Paul replied that the use of cloud infrastructure (AWS) improves efficiency vs local servers, with scalable usage, reduced waste, and provider commitments to net zero helping to manage carbon impact.

- How will reserve funding be used and what proportion is allocated?

Response: Councillor Brocklesby responded that it would come from earmarked "invest to redesign" reserves, used to support delivery and capacity where needed. Peter added that a one-off drawdown (approx. £851k) from reserves (around £1.2m in that reserve) will fund the programme, positioned as an investment to enable service redesign and future efficiency gains, rather than ongoing spend.

- How will the council balance AI benefits with concerns about environmental impact (e.g. solar/wind infrastructure)?

Response: Councillor Brocklesby stated that the council will work in partnership (e.g. Cardiff Capital Region), favour brownfield data centre sites, and align with wider governance to ensure a sustainable, collaborative approach rather than local standalone infrastructure.

- How can evaluation and impact be effectively monitored over time?

Response: Councillor Brocklesby replied that a "double feedback loop" approach will be used with continuous operational feedback plus formal governance checkpoints (e.g. SRS board, gateway reviews, scrutiny) to assess outcomes, capability, and value.

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- How are confidentiality and data protection maintained with a “single view of the child”?

Response: Paul advised that this would be provided through role-based access control (RBAC), ensuring staff only access data they are authorised to see, consistent with current permissions.

- How is the tension between transparency and confidentiality resolved?

Response: Peter said transparency works within controlled access, improving decisions without compromising confidentiality. He added that it means better access for authorised users only, on a strict need-to-know basis. Councillor Brocklesby emphasised a citizen-centred approach, with data use aligned to individual rights and permissions.

- Could Monmouthshire host its own or a collaborative data centre (e.g. using local resources such as water supply)?

Response: Peter advised that the current approach favours cloud solutions (e.g. AWS) as the most efficient; adding that the suggestion is not dismissed and will be explored further.

- How secure is a single access point compared to multiple systems in terms of risk of breach?

Response: Paul advised that security is maintained through role-based access controls and testing, ensuring only authorised users can access relevant data within a controlled system. Matt Gatehouse emphasised the importance of skills, capability, and responsible use by staff, alongside system safeguards.

- How will success and return on investment be measured over time?

- Response: Peter said this will be measured through stage-gates and a benefits framework, assessing financial efficiencies and service outcomes before further investment is released. Councillor Brocklesby added that this will also include social and environmental outcomes, particularly productivity and early intervention benefits.

- Can the programme be adapted if priorities change or benefits are not realised?

Response: Peter Davies stated that yes, adaptations can be made, the delivery is phased and flexible, with governance points allowing adjustment of priorities and use cases.

- How will staff concerns about job security be addressed?

Response: Peter said the programme is intended to augment, not replace, staff, supported by skills investment, communication and support. Matt added that engagement, training

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and workforce planning will continue, with changes managed through natural turnover and union dialogue.

- Can AI-generated risk flags (e.g. for safeguarding) be relied on without inappropriate influence on decisions?

Response: Paul advised that AI outputs are advisory only, supporting professionals by surfacing patterns; decisions remain with qualified staff, supported by governance and safeguards. Peter reinforced that human decision-making is retained at all times, with AI providing insight not judgement.

- Has a Data Protection Impact Assessment (DPIA) been completed and will it be shared?

Response:

Peter responded that impact assessments are built into the governance process for each use case.

- How is the programme aligned with national Welsh frameworks (e.g. WLGA, Data Cymru, DISC)?

Response: Councillor Brocklesby advised that the council is actively engaged in national governance structures (WLGA, Data Cymru, national boards), ensuring alignment and coordination rather than fragmentation. Peter added that the council is sharing learning with other authorities and sectors, ensuring consistency and adoption of best practice.

- What safeguards ensure AI does not introduce bias or errors into sensitive decisions?

Response: Paul advised that the use of controlled data sources, approved models, and ongoing testing/monitoring will ensure this, with human oversight always retained. Peter added that bias and fairness are explicit risks managed through governance, evaluation, and structured rollout.

### **Chair's Conclusion:**

The Chair concluded this was a highly significant and worthwhile discussion, providing a "seminal moment" for the council in shaping future service delivery. He emphasised the need to align expectations with the primary drivers of the investment and confirmed that the committee would revisit and monitor this area closely as it develops.

### **Points requiring a further response by the Cabinet Member:**

None required.

<b>SUBJECT:</b>	<b>Strategic Risk Assessment</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>10<sup>th</sup> June 2026</b>
<b>DIVISIONS/WARDS AFFECTED:</b>	<b>All</b>

**1. PURPOSE:**

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

**2. RECOMMENDATIONS:**

- 2.1 That Cabinet members review the strategic risk assessment and assess whether it provides 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 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.
- 3.3 Strategic risks covered by the assessment 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 risk assessment only covers high and medium level strategic risks. Lower level or operational risks are not registered unless they are projected to escalate within the three years covered. The strategic risk assessment should continue to focus on medium term risks to service delivery.
- 3.4 Appendix 1 provides the latest strategic risk register for the council. The assessment is a detailed document. Any significant changes or updates made to each risk can be found in the 'key changes' column in the summary table at the start of the full register. 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. Some key changes made in the last six months can be found below:
- The addition of a new risk, Risk 6, related to the possible risk of disruption to the global supply chain, including the supply of fuel, impacting the council's ability to deliver key services and projects.
  - A re-escalation of Risk 14, related to the possible risk of the rising cost of living tipping more families into crisis requiring public service interventions.
- 3.5 Cabinet agreed an updated Strategic Risk Management Policy in June 2024, including the further definition of the council's risk appetite. A period of transition in implementing the policy was agreed to allow the council time to strengthen arrangements in line with the revised policy. Arrangements have now been implemented to meet the requirements of the policy. These are:
- The requirement and responsibilities to consistently produce directorate risk registers.
  - The definition of the Council's risk appetite, using a 'risk appetite range' for various categories of risk that are based on organisational activity.
  - Updates to the strategic risk register, including the addition of risk categories, appetite levels, treat/tolerate categories and target risk scores

- A developed risk radar, found in appendix 2, outlining some of the potential risks that Monmouthshire may face over coming years

3.6 An overview of the strategic risk register was presented to Governance and Audit Committee on the 4<sup>th</sup> June 2026 to fulfil the committee's role of assessing the effectiveness of the authority's risk management arrangements. The strategic risk assessment will also be presented to Performance & Overview Scrutiny Committee on the 30<sup>th</sup> June 2026 to enable the committee to fulfil its role of scrutinising the risk assessment and responsibility holders to seek assurance that strategic risks have been appropriately identified and risk is being appropriately managed. The feedback from these committees is continuously considered in the update of the strategic risk register and implementation of the policy. Any key conclusions will be shared with Cabinet.

#### **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.
- 4.3 An Integrated Impact Assessment was completed on the Council's revised strategic risk management policy.

#### **5. OPTIONS APPRAISAL:**

- 5.1 The Strategic Risk Assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. Risks that are identified as needing to be managed through the strategic risk register are included. The structure of the 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 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 (4<sup>th</sup> June 2026)  
Performance & Overview Scrutiny Committee (30<sup>th</sup> June 2026)

**10. BACKGROUND PAPERS:**

Monmouthshire County Council Risk Policy and Guidance

**11. AUTHORS:**

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

**12. CONTACT DETAILS:**

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**Monmouthshire County Council Whole Authority Strategic Risk Assessment – June 2026**

Ref	Potential Risk	Risk Level (score) – Pre mitigation	Risk Level (score) – Post mitigation	Proposed Target Risk Score	Key changes
<b>Risks to resources</b>					
1	Financial pressures and increased complexity of demand for services, impacts on delivering all of the council’s commitments in the Community and Corporate plan, leading to longer term outcomes for the county not being achieved	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 - Medium (8)	Medium (8)	A full review of progress made in achieving organisational objectives during 2025/26 in the form of a self-assessment report will be presented to Council in September.
1b	The absence of a political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 - Medium (9)	Medium (9)	A range of actions continue to be undertaken to mitigate this risk.
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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	The latest budget update notes a forecast surplus of £1,146,000. This is a significant improvement on the £29k surplus noted in the previous update. This update also forecasts a 93.1% delivery rate of the service savings required, again an improvement on the previous update which forecast a 90.4% delivery rate.
3	Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed.	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	Capital expenditure of £50.84 million is forecast for the year, with no significant variances anticipated at the current time. The £1.3m capital contingency budget remains unallocated and will now be released and utilised to fund further capital investment in the 2026/27 capital programme.
4	Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation’s retention and workforce planning which may affect the delivery of Council services	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (6)	The People Strategy was approved in May 2024 which sets out a range of commitments and activity to mitigate this risk, including a focus on improving recruitment processes and ensuring retention of talent.
5	Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	A range of mitigation actions continue to be undertaken to mitigate this risk.
6	Instability in global politics and the recent war in Iran may result in disruptions to the global supply chain, including the supply of fuel, restricting the Council’s ability to deliver key services and projects	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	High (12)	This is a new risk recently added related to the possible risk of disruption to the global supply chain.
<b>Risks to service delivery</b>					
7	Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	The most recent Annual Safeguarding Evaluation Report was presented to Scrutiny in September 2025. The report evaluates the progress of the Council’s key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26.
8	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A Placement Development Strategy update was presented to scrutiny in April. This outlines progress in meeting objectives including the development of four additional children’s homes/supported accommodation.
9	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A whole authority preventative strategy, the ‘Living-Well Strategy’, has been approved by Cabinet. This strategy aims to implement preventative action to support residents, to live a healthy life, enabling them to remain at home and in their communities.

10a	Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Medium (8)	Work continues to support schools and learners to increase attendance levels. Training has been undertaken with schools to increase awareness of drivers of low attendance.
10b	An increase in behaviours that challenge in schools as a result of the continuation of trends that first emerged during the pandemic may lead to harm to a pupil or member of staff	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A range of action is being undertaken to mitigate this risk, including the work of the Education Support Team which has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEX) to receive support from specialist professionals.
<b>Risks to policy priorities</b>					
11	Welsh Government/PEDW does not find the Replacement Local Development Plan sound or Council do not adopt the RLDP which restricts our ability to take forward key policy objective such as job creation, affordable housing development and the adoption of key policies to protect the environment and tackle climate change	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	This risk has been refocused following the endorsement of the Deposit Replacement Local Development Plan by Council in October. The Deposit Plan will now be subject to public examination from Welsh Government and Planning and environment Decisions Wales (PEDW).
12a	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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (9)	Work has been progressed to develop an understanding of the scale of the change needed in striving to collectively become net zero. A costed decarbonisation plan and survey for the Council's built estate have been completed. This will provide the council with a sound understanding of the funding needed to implement change.
12b	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	2026/27 – High (16) 2027/28 – High (16) 2028/29 – High (16)	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	Medium (8)	A range of action is being undertaken to mitigate this risk, including the development of an updated flood risk management strategy.
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	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (8) 2027/28 – Medium (8) 2028/29 – Medium (8)	Low (4)	Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund.
14	The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities	2026/27 – High (12) 2027/28 – High (12) 2028/29 - High (12)	2026/27 – Medium (9) 2027/28 – Medium (9) 2028/29 - Medium (9)	Medium (6)	This risk has been re-escalated to the Strategic Risk Register after being previously de-escalated to be managed through directorate risk registers. This is to reflect changes to the wider economic climate which may impact the cost of living.

**Monmouthshire County Council Whole Authority Strategic Risk Assessment**

**Risks to resources**

<b>Ref &amp; Status</b>	1	<b>Risk</b>	Potential Risk that: Financial pressures and increased complexity of demand for services, impacts on delivering all of the council's commitments in the Community and Corporate plan, leading to longer term outcomes for the county not being achieved.							
<b>Risk Owner and cabinet Member responsible</b>	Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)		<b>Strategic objective &amp; Scrutiny Committee</b>	All All	<b>Risk category and appetite level</b>	Strategic Cautious	<b>Terminate/treat/transfer/tolerate</b>	Treat		
<b>Reason why Identified</b>										
The council has an agreed Community & Corporate Plan 2022-28 that contains six well-being objectives which focus on the longer-term future of the county and aims to address complex challenges, in line with the requirements of the Well-being of Future Generations Act. The objectives include a focus on equality, climate change, economy and skills, housing, care and support and learning. The Council is facing significant budget pressures and increasing complexity in demand for its services. The contemporary policy challenges that need to be addressed, working with communities, are complex and evolving. The immediate pressures the council is facing risks impacting on the ability and resources to deliver the longer-term objectives in the plan and meeting the requirements on the Act.										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>				<b>Target risk score</b>	
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level		Risk Score
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (8)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8	
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>			<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>					
Regularly review progress made in implementing the commitments of the community and corporate plan, ensuring resource is targeted in the most pertinent areas			Strategic Leadership Team Six Monthly		A full review of progress made in achieving organisational objectives is completed annually in the form of a self-assessment report. This is developed based on a range of evidence from across the organisation. An assessment of progress made during 2025/26 will be presented to Council in September.  A six-month progress report on the delivery of the community and corporate plan is also prepared following Q2 of each financial year. This provides a regular review of progress made in implementing the commitments made in the plan and facilitates targeted activity and intervention in areas requiring further development. This also includes an update on measures contained within the revised measured framework, which was approved by Cabinet in September 2024, ensuring an increased focus on outcomes. The latest progress update was presented to Cabinet in December 2025.					
Review the progress of the Enabling Strategies which support delivery of the community and corporate plan to ensure alignment of resources with policy priorities			Enabling Strategy lead officers. Annually (July 2026)		The enabling strategies which support the delivery of the community and corporate plan have now been updated. These include: the People Strategy, Medium Term Financial Strategy, Asset Management Strategy, Socially Responsible Procurement Strategy and Digital and Data strategy. These will be subject to an annual review, as outlined in each strategy, to evaluate progress and ensure they continue to support delivery of the community and corporate plan. A composite report including the annual review of each strategy was presented to Performance and Overview Scrutiny Committee in July 2025. The next review is currently being prepared.					
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 Ongoing		The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council's long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee.  The Council's evolving programme of change, underpinned by strong financial governance, provides the strategic framework through which services will be reshaped to meet resident needs within available resources. This programme is not simply a response to financial pressures but also a proactive effort to modernise and improve outcomes. To maximise its impact, there is a requirement for coordination and discipline to how this work is captured, aligned, and reported. Doing so will help create a more coherent and connected picture of the overall programme, even though different elements are at varying stages of development.					

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 assessments 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 development of the Community and Corporate Plan.  An annual resident's survey is undertaken to understand resident's views on their local area and council services. The results are analysed and used to evaluate progress with the community and corporate plan and inform future decision making in the council. An annual consultation exercise on the proposed budget is also undertaken in January/February of each year.  The involvement and participation of and engagement with Monmouthshire's community groups, public service partners, service users and residents continue to be strengthened to help further understand experiences in the County.
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<b>Ref &amp; Status</b>	<b>1b</b>	<b>Risk</b>	Potential Risk that: The absence of a political majority makes it harder to ensure timely and appropriate decision making which results in delays and uncertainty in some projects							
<b>Risk Owner and cabinet Member responsible</b>	Paul Matthews (Chief Executive) and Cllr Mary Ann Brocklesby (Leader)	<b>Strategic objective &amp; Scrutiny Committee</b>	All	All	<b>Risk category and appetite level</b>	Strategic, Service Delivery	<b>Terminate/treat/transfer/tolerate</b>	Tolerate		
<b>Reason why Identified</b>										
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, however this isn't enough to form an overall majority. The democratic process has seen some decisions be subject to call-in which can cause uncertainty in some projects.										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>					<b>Target risk score</b>
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Substantial	High	12	2026/27	Likely	Substantial	Medium	9	Medium (9)
2027/28	Almost certain	Substantial	High	12	2027/28	Likely	Substantial	Medium	9	
2028/29	Almost certain	Substantial	High	12	2028/29	Likely	Substantial	Medium	9	
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>		<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>						
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 Homeseach and Culture Strategy.  Scrutiny workshops are held to seek councillors' involvement in the development of proposals. These have included 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.						

<b>Ref &amp; Status</b>	<b>2</b>	<b>Risk</b>	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							
<b>Risk Owner and cabinet Member responsible</b>	Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	<b>Strategic objective &amp; Scrutiny Committee</b>	All	All	<b>Risk category and appetite level</b>	Service Delivery	<b>Terminate/treat/transfer/tolerate</b>	Treat		

**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, 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 remain significantly higher than seen in previous years; 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.

This will be further exacerbated over the medium term by a weak growth forecast in the UK economy impacting on public sector spending. The recent war in Iran is also likely to impact both residents and Council budgets, with increases in the cost of oil and energy, food and possible risk of disruption to global supply chains. 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 projected cumulative shortfall of £37.4m by 2029/30. 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.

A continuation of challenges seen during the pandemic has meant that an increasing number of our schools are experiencing budget deficits. Currently 19 out of 35 schools are anticipated to have a deficit balance at the end of the financial year, totalling a collective deficit balance of £7,517,000.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	High (12)
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12	
2028/29	Almost certain	Major	High	16	2028/29	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	The latest 25/26 revenue budget update notes a forecast surplus of £1,146,000. This is a significant improvement on the £29k surplus noted in the previous update. The improvement is primarily driven by changes in Social Care where the ability to maximise the impact of grant funding to meet core expenditure has benefited the forecast. This update also forecasts a 93.1% delivery rate of the service savings required, again an improvement on the previous update which forecast a 90.4% delivery rate.  Despite the improved position in the overall budget, pressures remain within services, including Adults and Children social care and Housing and homelessness. Work will continue to deliver on the structured approach to tackling the underlying cost pressures, with particular importance assigned to tackling costs which have the ability to be recurrent for 2026/27 and beyond.
Develop a set of budget proposals for 2026/27	Deputy CEX/Chief Officer, Resources  March 2026	The budget proposals for 2026/27 were finalised and agreed by Council in March 2026. This was following a public consultation, scrutiny by members and consideration of impact of proposals on protected characteristics and groups.
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  Ongoing	The Medium-Term Financial Strategy (MTFS) was approved by Council in July 2024. This strategy provides the strategic framework for the Medium-Term Financial Plan (MTFP), and a set of key principles to guide medium term financial planning. These two together form the link between the council’s long-term policy objectives and its financial capacity. As part of the development of the strategy, a delivery plan has been established, which sets out clear timescales for completion; this is monitored regularly by Cabinet and Performance and Overview Scrutiny Committee as part of six-monthly MTFP updates.  The authority’s budget modelling assumptions are reviewed and updated regularly. The latest Medium Term Financial Plan (MTFP), presented to Cabinet in November 2025, estimates a budget gap of £11.5 million for 2026/27, increasing to a cumulative total of £37.4 million by 2029/30. These figures represent a positive change from the previously reported £13.6 million and £38.0 million, respectively. This update reflects updated assumptions around pay inflation, non-pay inflation, superannuation rates, and service pressures.
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	The overall level of school reserves are currently forecast to move further into deficit by the end of the 2025/26 financial year. This would result in 19 out of 35 schools being in deficit at year-end, with a cumulative deficit balance of £7,517,000.

		<p>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 for both teaching and non-teaching staff have also impacted upon budgets in recent years.</p> <p>All schools with a deficit budget must agree a recovery plan with the Local Authority - this plan will set out clear actions that the school and Governing Body must take to see the school to return to a surplus. These plans are monitored on a frequent basis and where schools do not meet their recovery plans further challenge is provided by the Local Authority to understand the reasons and to look at mitigating actions to bring plans back on track.</p>
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<b>Ref &amp; Status</b>	3	<b>Risk</b>	Potential Risk that: Some infrastructure and assets may become inoperative in the medium term due to insufficient capital funding available to sustain the level of maintenance needed.				
<b>Risk Owner and cabinet Member responsible</b>	Peter Davies (Deputy Chief Executive) and Cllr Ben Callard (Cabinet Member for Resources)	<b>Strategic objective &amp; Scrutiny Committee</b>	All Performance and Overview Scrutiny Committee	<b>Risk category and appetite level</b>	Service Delivery Cautious	<b>Terminate/treat/transfer/tolerate</b>	Treat

**Reason why Identified**

As with revenue budgets, Capital budgets have also faced significant pressures in recent years. Given ongoing financial constraints and rising construction costs, the Council faces significant challenges in delivering its capital investment programme. Demand for capital resources exceeds what is available, requiring careful prioritisation of projects, the pursuit of external funding, and collaboration with partners. Inflation is increasing the price of materials and contracts, while external grants have not kept pace, making affordability a key concern. The recent war in Iran may lead to disruptions to the global supply chain, resulting in delays, the risk of possible shortages and further cost increases. The need for ongoing investment is heightened by an ageing asset base, and annual allocations are focused on tackling the most urgent maintenance and refurbishment needs, though these efforts are insufficient to fully resolve the backlog.

Although significant projects have reached completion or progressed to contract, including the development of the school estate, there remains significant pressures that sit outside of any potential to fund them within the Capital MTFP and carry significant risk. In addition to this, there are various schemes/proposals 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.

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.

These significant pressures on capital budgets sit alongside changes to regional transport funding processes which may result in further decreases to available funding. This would further limit our ability to implement improvements to our key infrastructure and highways network.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	High (12)
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12	
2028/29	Almost certain	Major	High	16	2028/29	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 Capital MTFP was updated as part of the development of the Capital Strategy in March 2025. The capital MTFP and capital strategy seek to work towards a financially sustainable core capital programme, whilst balancing the need to deliver capital investment plans in line with policy commitment and need. The current capital MTFP does not cover all the capital budget pressures that have been identified. This shows that there is more demand for capital spending than the Council considers it can reasonably afford. This means that capital schemes will have to be ranked or the capital available has to be divided more widely than is ideal.</p> <p>The capital programme includes yearly investment for property maintenance, highways maintenance, relevant specific capital grants and the future schools programme. This will help to deal with the most urgent backlog issues, focussing on worst condition first and related risk. However, estate rationalisation programs, closure/disposal of assets, asset transfers and other capital projects to refurbish</p>

		<p>or replace operational properties will also be used to reduce the backlog funding needed. This will not solve the specific total backlog but is a way of targeting the main issues in a reasonable way.</p> <p>The value of Capital receipts forecast after 2025/26 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 an impact on the balance of receipts available to fund future capital investment demands in the near term.</p> <p>The Council has strengthened its scrutiny and challenge of the Capital Programme through the establishment of Capital and Asset Management working groups. The respective working groups look to ensure that projects are prudent, affordable and will deliver tangible benefits to core policy objectives over the long term.</p>
Review and refresh the council's Capital Strategy	Deputy CEX/Chief Officer, Resources March 2026	The Council's Capital Strategy provides a framework for investment decisions, ensuring alignment with corporate objectives and promoting transparent planning. All projects are being reviewed for timing and strategic relevance, with non-urgent schemes potentially deferred to prioritise critical works or generate capital receipts. The Capital Strategy was recently reviewed and agreed at Council as part of the organisation's budget setting process.
Continue to monitor the Capital budget	Deputy CEX/Chief Officer, Resources Ongoing	<p>Capital expenditure of £50.84 million is forecast for the year, with no significant variances anticipated at the current time. A small under spend of £35,000 is currently reported across a small number of specific grant funded schemes which has no impact on the Council's available capital funding as it is specific to individual schemes. The £1.3m capital contingency budget remains unallocated and will now be released and utilised to fund further capital investment in the 2026/27 capital programme.</p> <p>Capital schemes by nature are usually multi-year, and some slippage is to be expected as expenditure profiles change based on flex in project circumstances. A total of 32 capital schemes are indicating that slippage will be required into 2026/27 totalling £21.0 million. This represents slippage of just under a third of the total budget for the year. Recent experience suggests that the final amount of schemes requiring slippage will increase as the year progresses as scheme progress becomes clearer. A full review of slippage will be undertaken at year-end to establish the need for schemes to continue into 2026/27 or alternatively if any re-prioritisation is required.</p>
Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Landlord Services 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 the council's Landlord Services team, will continue to be used to inform prioritisation of planned capital maintenance spend. 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 have informed 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 Landlord Services Ongoing	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. An annual review of the Asset Management Plan delivery is presented to Performance and Overview Scrutiny Committee as part of wider review of the enabling strategies.
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 Landlord Services Ongoing	<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 &amp; 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 provide recommendations and updates in accordance with the revised financial performance terms, as outlined in the Asset Management Strategy.</p>

<b>Ref &amp; Status</b>	4	<b>Risk</b>	Potential Risk that: Difficulty recruiting for some posts that require specific skills or qualifications and continued wage inflation will impact the organisation's retention and workforce planning which may affect the delivery of Council services
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<b>Risk Owner and cabinet Member responsible</b>	Matthew Gatehouse (Chief Officer People, Performance & Partnerships) and Cllr Ben Callard (Cabinet Member for Resources)	<b>Strategic objective &amp; Scrutiny Committee</b>	All  Performance and Overview Scrutiny Committee	<b>Risk category and appetite level</b>	Service delivery, Governance  Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Treat
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**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 facing considerably increased workloads to meet increasing demand and personal home-based factors such as financial strains due to the increased cost of living.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (6)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	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, have seen reductions in applicants, and this is impacting on service provision. Solutions for the national recruitment issues do not sit solely with local authorities.</p> <p>The People Strategy was approved by Cabinet in June 2024 and contains a specific objective, and actions, aimed at improving recruitment and retention. An e-recruitment system has been implemented to support the development of recruitment as a genuine talent acquisition process. This will benefit recruiting managers who want speed, simplicity and agility. The HR team are also utilising different social media channels to reach applicants.</p> <p>A new work experience and apprentices' policy has been developed and will seek to increase the number of apprentice positions, creating a new pipeline of talent. People Leaders Workshops are supporting the sharing of information with service areas and promote networking and sharing ideas.</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 Organisation Workforce Development  Ongoing	<p>Staff well-being is affected by a range of factors, including additional work pressure and demand, personal factors and societal factors.</p> <p>Supporting the health and well-being of our colleagues is a key objective of the People Strategy. The use of networks and communication digitally, surveys and feedback loops to senior managers, has extended the reach of contact with the workforce. This has also created the conditions for a wider system of self-supportive networks sharing practice, ideas and support.</p> <p>An audit has been undertaken of the council's wellbeing offer and location of access allowing for consolidation and ease of access for all colleagues. Opportunities for further support are being explored. Options for providing support and guidance to colleagues in relation to financial wellbeing are also being assessed.</p> <p>The Digital 'Cwtch' continues, although less frequently. 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. Colleague Conferences have also been held to bring staff together and allow colleagues to engage in meaningful discussions that will help us find innovative solutions to improve our operations and better serve our communities.</p>
Embed workforce planning to ensure the right skills, expertise and knowledge are available for future changes	Chief Officer People, Performance & Partnerships Ongoing	The new People Strategy has created a clear commitment to embed workforce planning across the organisation. This is aimed at addressing shortages and ensuring career pathways are in place. New arrangements within the HR team will ensure that HR business

		<p>partners can continue to play an active role in strategic discussions at Directorate Management Teams to ensure effective workforce planning.</p> <p>The development and retention of existing staff is an essential component of workforce planning. Action to retain colleagues includes promoting career development opportunities to ensure that talent stays in local government. A new work experience and apprentice policy has been developed to create a new pipeline of people being recruited and trained to supply the workforce of the future.</p> <p>A learning management system (Thinqi) has now been rolled out to all staff; this provides a centralised training and development area for officers, and includes a host of learning resources for staff as well as the opportunity to book face to face and digital/online training.</p>
Adopt a qualitative approach to ensuring professional development, wellbeing and information flow is taking place for those that want or need it	<p>Head of Organisation Workforce Development</p> <p>Ongoing</p>	<p>The colleague appraisal scheme has been redesigned to allow all colleagues to engage in performance discussions with their line manager. This process facilitates both a training needs and skills analysis.</p> <p>A Leader/Manager Developmental Pathway is being created. This pathway will comprise of a number of modules including meaningful staff/line manager engagement and communication. 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.</p> <p>The Colleague Survey provides feedback loops to ensure colleagues requirements are being met.</p>

<b>Ref &amp; Status</b>	5	<b>Risk</b>	Potential Risk that: Loss or corruption of data due to cyber-attack or data mismanagement, which will compromise the delivery of essential council services							
<b>Risk Owner and cabinet Member responsible</b>	Sian Hayward (Head of Information, Technology & Security) and Cllr Ben Callard (Cabinet Member for Resources)	<b>Strategic objective &amp; Scrutiny Committee</b>	All Governance and Audit Committee	<b>Risk category and appetite level</b>	Information Governance, Service delivery Averse	<b>Terminate/treat/transfer/tolerate</b>	Tolerate			
<b>Reason why Identified</b>										
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.										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>					<b>Target risk score</b>
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8	Medium (8)
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>			<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>					
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 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>					

		A cyber security report is taken to Governance and Audit Committee to provide assurance to the committee that the arrangements in place are robust.
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<b>Ref &amp; Status</b>	6	<b>Risk</b>	Potential Risk that: Instability in global politics and the recent war in Iran may result in disruptions to the global supply chain, including the supply of fuel, restricting the Council's ability to deliver key services and projects							
<b>Risk Owner and cabinet Member responsible</b>	Peter Davies (Deputy Chief Executive), Cath Fallon (Head of Strategic Change, Partnerships and Procurement) & Cllr Ben Callard (Cabinet Member for Resources)	<b>Strategic objective &amp; Scrutiny Committee</b>	All All	<b>Risk category and appetite level</b>	Service delivery, Economic Cautious	<b>Terminate/treat/transfer/tolerate</b>	Tolerate			
<b>Reason why Identified</b>										
<p>In recent years, the world has experienced growing instability in geopolitics and international relations. This volatility has had direct consequences for international markets, and has driven a growth in economic uncertainty. As supply chains have become more globalised and specialised, they have also become more vulnerable to disruption. These vulnerabilities were clearly exposed during and after the Covid-19 pandemic, when global shortages of essential goods—including medical supplies, construction materials, and electronic components—highlighted the fragility of supply chains. Although some sectors had begun to stabilise, wider global instability has continued to create uncertainty for public bodies and businesses alike.</p> <p>The recent war in Iran has intensified these pressures. Disruption in the region has already contributed to increases in oil and energy prices, placing additional strain on national economies and further inflating operational costs for public services. Rising energy prices also affect the wider economic environment, increasing transportation and production costs across multiple sectors. Agriculture and food production are similarly impacted. Higher energy prices increase the cost of fertilisers, transportation, and processing, which can feed into higher food prices for consumers. As global shipping routes face potential disruption or restrictions, the possible risk of delays and shortages may become more common, particularly shortages in fuel. This may restrict our ability to deliver services reliant on fuel, such as home care, refuse collection or home to school transport.</p> <p>These challenges are likely to affect everyone, including the Council's projects and service delivery. Disruptions in the global supply chain could lead to delays in construction projects, increased costs in procurement, challenges in sourcing essential goods and materials, and reduced resilience across service areas. These pressures may also affect commissioned services and partners, potentially influencing contract delivery, pricing, and availability. As a result, the Council could face increased financial challenges, greater difficulty planning long-term projects, and a reduced ability to respond effectively to local needs.</p>										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>					<b>Target risk score</b>
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	High (12)
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>			<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>					
To work with national, regional and local partners through emergency planning arrangements to assess and prepare if needed for any risks related to fuel supply			Emergency Planning Manager Ongoing		We are working with partners through the Gwent Local Resilience Forum to prepare and respond to potential risks with a focus on ensuring business continuity of services.					

**Risks to service delivery**

<b>Ref &amp; Status</b>	7	<b>Risk</b>	Potential Risk that: Significant harm to a child or adult may occur due to a specific failure of safeguarding arrangements							
<b>Risk Owner and cabinet Member responsible</b>	Jane Rodgers (Strategic Director Social Care and Health), Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Ian Chandler (Cabinet	<b>Strategic objective &amp; Scrutiny Committee</b>	A Connected Place Where People Care People Scrutiny Committee	<b>Risk category and appetite level</b>	Safeguarding Averse	<b>Terminate/treat/transfer/tolerate</b>	Tolerate			

Member for Social Care, Safeguarding and Accessible Health Services)										
<b>Reason why Identified</b>										
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 social care system is facing increased pressures with more complex presentations and increased vulnerability within communities. This demand pressure, alongside ongoing resource and workforce challenges, impacts on the council's ability to protect children and adults who are at risk.										
Care Inspectorate Wales (CIW) continue to inspect and conduct assurance checks of our services. Recommended areas of improvement from reviews have been recognised by the council and inspection action plans developed.										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>					<b>Target risk score</b>
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Possible	Major	Medium	8	2026/27	Possible	Major	Medium	8	Medium (8)
2027/28	Possible	Major	Medium	8	2027/28	Possible	Major	Medium	8	
2028/29	Possible	Major	Medium	8	2028/29	Possible	Major	Medium	8	
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>			<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>					
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, Annual Evaluation		<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 scrutiny committee in September 2025. The report evaluates the progress of the Council's key safeguarding priorities during 2024/25, highlighting progress, identifying risks and setting out actions and priorities for 2025/26. The report evaluates the cornerstones of safeguarding in Monmouthshire - 3 areas of safeguarding arrangements are assessed as Level 5 Very Good– and 2 areas as Level 4 – Good. 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 Core Data set has been agreed by Whole Authority Safeguarding Group (WASG). Moving forward, this should provide increased opportunity to inform WASG members of safeguarding performance at a whole authority level including safe workforce practices, preventative safeguarding and compliance with statutory safeguarding processes.</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, Annual Evaluation		<p>The Whole Authority Safeguarding Group [WASG] has continued to meet bi-monthly on a digital platform. The group ensures that corporate Safeguarding has oversight at a senior level, with membership from each directorate lead. These meetings identify safeguarding concerns and themes; share knowledge around safeguarding issues and, where required, promote a strategic and coordinated approach. The WASG ensures that any actions arising from the annual evaluation are taken forward.</p> <p>Despite resource pressures across directorates and capacity issues within the Safeguarding Unit, safeguarding has remained a priority for the Council with key strengths within directorates and across council relationships. The SAFE (Safeguarding Assessment Framework for Evaluation) process has continued to roll out across directorates and reviews have taken place in a timely manner. The Safeguarding Unit continues to be available to offer support and advice as well as being the conduit for new and developing safeguarding policy and guidance from the Regional Safeguarding Board. Issues raised within the previous SAFE assessment led to the strengthening of support in the safe recruitment process.</p> <p>The Safeguarding Unit also ensures that regional or national safeguarding policy and guidance is implemented.</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, that they are working well, share learning and implement any recommendations.			Chief Officer, Social Care, Health & Safeguarding Ongoing, Annual evaluation		<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 priorities set in the regional board's annual plan are reflected in the priority work of the Council's Safeguarding Unit. The Whole Authority Safeguarding Group continues to receive, review, and implement developments in safeguarding flowing from the outcomes of Safeguarding case reviews (SUSR) as well as regional and national policy. The Council's safeguarding unit supports quarterly safeguarding learning networks to share learning and developments in safeguarding across agencies.</p>					

		The Council is represented in numerous operational multi-agencies safeguarding forums, including multi-agency child exploitation meetings (MACE).
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<b>Ref &amp; Status</b>	8	<b>Risk</b>	Potential Risk that: 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				
<b>Risk Owner and cabinet Member responsible</b>	Jane Rodgers (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	<b>Strategic objective &amp; Scrutiny Committee</b>	A Connected Place Where People Care  People Scrutiny Committee	<b>Risk category and appetite level</b>	Safeguarding  Averse	<b>Terminate/treat/transfer/tolerate</b>	Treat

**Reason why Identified**

The number of contacts into the ‘front-door’ of children’s services has increased in recent years and remains high. The council is currently supporting 206 children who are looked after. The number has stabilised in recent years. The number of unaccompanied asylum-seeking children (UASC) being looked after by the local authority is currently 16.

There remains significant financial pressures in Children’s services, particularly driven by increased Counsel costs, increasing costs of placements and reductions in grant funding. The workforce position within children’s services also remains challenging, with reliance on agency workers and short-term grant funded posts, which can affect continuity of social work relationships for children. Though the financial position is stabilising, it remains highly sensitive to any new high-cost demand entering the system.

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. There is considerable instability within the placement provider market, against the backdrop of the Welsh Government’s policy commitment to eliminate profit from the care of looked after children. This creates an on-going risk for the council that is difficult to fully mitigate at present.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	Medium (8)
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Continue to strengthen the preventative offer to support children living safely at home, with their families and communities, and continue to review and monitor the Children Looked after population in line with Welsh Government expectations around reduction	Head of Children’s services  Ongoing	The council is currently supporting 206 children who are looked after. The number has stabilised in recent years. In recent years, the number of contacts into the ‘front-door’ of children’s services has increased and remains high. The focus is on keeping children safe, which can mean there is less time for strength-based engagement with parents and children.  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 they need. Services are in place to support the rehabilitation of children following periods of being looked after e.g. Families Re-connect; 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.  Family support has been further strengthened to provide intensive community supervision and support to children. The focus remains on practice development and working with families to support strengths, manage risks and achieve good outcomes, reducing the need for children to be looked after. An additional focus is to increase resilience within Child Protection services to work with increased levels of risk and vulnerability within the community.
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  Ongoing	A commissioning and placement strategy has been developed, with a specific emphasis on the development of in-county residential and support living accommodation. This is aligned with Welsh Government’s ambition to eliminate profit from children’s care. As part of the development of the strategy, demand has been mapped and placements designed as a result of this exercise. Two projects have been completed providing aged 16+ supported accommodation for five placements and a four-bed residential children’s home. In addition, two further therapeutic children’s homes have been completed. Two further projects are being developed, one children’s

		<p>residential home and a further aged 16+ supported accommodation. This is improving the availability of placements and helping to ensure children and young people can remain close to their communities.</p> <p>Children Services continue to explore the market for a suitable and appropriate property to develop a further 3 /4 bed, 16+ supported accommodation service. This has proven challenging, not only due to issues of location and affordability, but also because several properties assessed have presented complications relating to Land Registry status, restrictions, and covenants that limit their potential use. Work remains ongoing to identify a viable option that meets the needs of the service and complies with all legal and regulatory requirements.</p> <p>The service area continues to review the demand of placements against the work undertaken by the service in line with the Reduction of Children Looked After Strategy and Placement Commissioning Strategy. Children Services continue to plan for each child and a “horizon” list is kept to identify children who may need, at some point, to be accommodated. Predicting demand, however, remains a challenging and dynamic process, complicated by uncertainty within the care market nationwide.</p>
Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.	Head of Children’s Services Ongoing	The recruitment and retention of foster carers remains an area of significant challenge. There is an insufficiency of in-house carers in Monmouthshire, particularly carers who are able to provide more specialist care or look after sibling groups. Over recent years progress in increasing the number of in-house foster carers has been slow, despite considerable effort and attention. This is because of the net effect of carers leaving, often through retirement. In March 2025 a decision was passed to improve the overall support and financial offer to Monmouthshire foster carers, including increasing the allowance paid and applying council tax reduction. This has resulted in a recent uptick in the number of carers going through the assessment process. However, there remains an over-reliance on private and independent providers and increased uncertainty and potential insufficiency of placements given the new legislation (Health and Social Care Act).

<b>Ref &amp; Status</b>	9	<b>Risk</b>	Potential Risk that: Risk of harm if we are unable to meet the care and support needs of some vulnerable adults due to high demand and complexity of cases							
<b>Risk Owner and cabinet Member responsible</b>	Jane Rodgers (Strategic Director Social Care and Health) and Cllr Ian Chandler (Cabinet Member for Social Care, Safeguarding and Accessible Health Services)	<b>Strategic objective &amp; Scrutiny Committee</b>	A Connected Place Where People Care People Scrutiny Committee	<b>Risk category and appetite level</b>	Safeguarding Averse	<b>Terminate/treat/transfer/tolerate</b>	Treat			
<b>Reason why Identified</b>										
<p>The longer-term impact of the pandemic, together with the ageing demographic has increased the complexity of referrals into Adult Services. As a result, services are under considerable pressure, particularly given the added challenges of the Council’s financial situation and the pressures within partner agencies, particularly health. There are waiting lists in place for social care assessments and some people are having to wait for services they need, including for reablement, care at home and mental capacity act assessments. There has also been an increase in the number of residential care placements due to the complexity of people’s needs.</p> <p>The availability of workforce in some key posts remains a risk - specifically mental health practitioners, direct carers and therapies. There is insufficient capacity within the current core workforce structure to meet the demand pressures, particularly at times of peak demand associated with hospital discharge (for example). The medium term financial context for both health and social care places restrictions on the ways in which services can respond to need.</p>										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>					<b>Target risk score</b>
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	Medium (8)
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>			<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>					
Work with Welsh Government to recruit and retain care staff			Chief Officer, Social Care & Health Ongoing		Ensuring that there is a sufficient workforce has been a risk for some time, particularly in key posts around direct care, mental health, team leader posts and occupational therapy. The perceptions of working in social care tend to be negative; recruitment is focussed on counteracting these negative perceptions and demonstrate the opportunities, career progression, work life balance and job satisfaction that people experience who work within the sector. Generally, the workforce in Adults social care remains stable, however attraction					

		and recruitment of people into the social care sector, particularly in some roles, continues to be a challenge. Workforce planning remains a priority within the service to ensure that scarce resources are utilised in the best way possible.
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 and Head of Adult Services  Ongoing	There are on- going regional and local 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 particular within hospital discharge; supporting people with frailty to remain well at home, and ensuring the development of effective early help and preventative services via the Integrated Wellbeing Network. Establishing targeted early help and ensuring there are good pathways between social care and community based wellbeing support is central to trying to mitigate demand pressures over time.
Increase focus on preventative services such as reablement and in-house care	Chief Officer, Social Care & Health  Ongoing	There is increased capacity to provide reablement services to those who would benefit from it. While this is good progress the aim is to improve this further. In line with the aims of the commissioning strategy the focus is on further increasing the availability of in-house home care to support reablement as opposed to providing long term care, and to increase the number of people accessing the opportunities that reablement provides. Over time this should help to mitigate demand pressures.  A whole authority preventative strategy, the 'Living-Well Strategy', has been approved by Cabinet. This strategy aims to implement preventative action to support residents, particularly vulnerable or older residents who are likely to need to enter the social care system, to live a healthy life, enabling them to remain at home and in their communities.
Monitor requests for services to ensure demand is being met and delays are minimised	Chief Officer, Social Care & Health  Ongoing	On-going pressure across the social care and health system, together with workforce shortages in some areas, has meant that there are continued 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. Case reviews are being undertaken, 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.  Access to care and support is not always timely; however, overall, there is increased capacity across home care which has assisted in supporting 96% of demand in the last year. Action is being undertaken to ensure that home care runs, both in-house and provider services, are coordinated as efficiently as possible. The commissioning strategy is being implemented to strengthen locality based provision of home care and increase capacity into rural areas.
Implement a 'place-based' approach to create sustainability in care at home services	Chief Officer, Social Care & Health – As per commissioning strategy	The Council remains committed to developing a more sustainable care at home sector for the future. A comprehensive strategy for commissioning home care through increased block purchasing has been developed. The first procurement exercise under the new strategy has commenced in the south of the county.  The micro-care project within Monmouthshire continues to support the self-employed carers to develop their businesses. This is increasing care and support capacity across the county and allowing people increased choice and control over how they receive support.
Ensure the long-term sustainability of social care providers	Chief Officer, Social Care & Health & Head of Public Protection  Ongoing	It is vital that social care providers are able to provide care and support and as such the council has a role in ensuring their financial sustainability through fair fee negotiations and supporting with recruitment and training. The Council has built positive relationships with local providers and intervenes and provides support where difficulties emerge. There is effective contract monitoring in place, based on partnership approaches.  The position in Monmouthshire, whilst challenging, has seen very few providers withdraw their services and most have managed to weather the difficulties around recruitment and retention with the social care sector. Positively home care services have increased and there has been a reduction in the number of people waiting and the average length of wait time.

<b>Ref &amp; Status</b>	10a	<b>Risk</b>	Potential Risk that: Failure to return attendance figures to those seen before the pandemic, particularly among vulnerable pupils and those eligible for free school meals, could lead to a worsening in educational attainment				
<b>Risk Owner and cabinet Member responsible</b>	Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education)	<b>Strategic objective &amp; Scrutiny Committee</b>	All  People Scrutiny Committee, Performance and Overview Scrutiny Committee	<b>Risk category and appetite level</b>	Strategic  Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Treat
<b>Reason why Identified</b>							

The pandemic caused widespread disruption to learning, with a significant effect on both teachers and learners. 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. 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 (eFSM) remains a concern. There is variation in eFSM learner progress and outcomes across schools. Leadership, management, capacity and performance has been identified as in need of improvement in some schools.

Attendance levels have been particularly affected. Though attendance at a primary level has returned to pre-pandemic levels, attendance in our secondary schools remains below levels seen before the pandemic and an area for concern. Attendance of those eligible for free schools meals remains below pre-pandemic levels and below those of their peers not eligible for free school meals. The low attendance of those eFSM has been identified by Estyn as an area for concern in one of our secondary schools. We need to increase attendance for those eFSM to ensure no pupil is left behind.

Ensuring pupils return to school, and understanding the barriers to prevent them doing so, will be key to ensuring our learners are achieving their potential.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Medium (8)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Implement the new Attendance and Engagement Policy and processes	Head of Attainment Ongoing	The Local Authority Attendance and Engagement Policy has been updated to encompass all aspects of the Engaging, Belonging and Participating guidance issued by Welsh Government in October 2023. This has now been rolled out to all schools. The policy provides a graduated approach for schools and the pupil referral service (PRS) to support improvements in attendance, through the consistent application of effective school-based strategies, well-established systems and processes such as: targeted support for pupils and their families from Education Welfare Officers (EWOs) and Family Liaison Officers (FLOs); bespoke support for pupils to re-integrate into school after a period of absence; targeted interventions to improve attendance and reduce persistent absenteeism, particularly for vulnerable pupils; support for pupils and families who elect for an education at home; a robust approach to managing pupils missing from education; advice and guidance including an Attendance Toolkit and Emotionally Based School Avoidance (EBSA) guidance; close collaboration with key services such as inclusion, social services, health and the police.  Alongside the policy, the team have created a handbook for schools to summarise the roles and responsibilities in the new policy, the graduated response for attendance, model policy and the local code for fixed penalty notices and prosecutions. The Education Welfare Service have also prepared training for governors as they implement the new policy.
Work with schools through the Education Welfare Service (EWS) to ensure that pupils attend school regularly and are able to access excellent teaching and learning	Head of Attainment Ongoing	The Education Welfare Service (EWS) regularly analyses a wide range of attendance data to track and monitor levels of attendance for schools and groups of pupils, including those eligible for free school meals (FSM), ALN, and those who are persistently absent. This enables them to identify trends across the LA and evaluate the impact of their support on school attendance over time. This work forms the basis of consultation meetings and supports schools to reflect appropriately on their own data so that they evaluate the impact of their work to plan and implement long-term strategies to improve pupils' attendance.  The EWS hold consultations with secondary schools and the Pupil Referral Service (PRS) fortnightly, and primary schools half-termly. These meetings provide worthwhile opportunities for EWOs to challenge individual schools on the impact of their strategies to improve pupil and whole school attendance and understand the reasons behind cases of school absence. These discussions also include a review of individual cases to ensure interventions are appropriate, check attendance coding, carry out official register checks. This identifies pupils where non attendance is a concern and a potential consideration for intervention and enables EWOs to provide appropriate advice, guidance and undertake planned interventions in a timely manner.
Work with schools and partners to better understand drivers of low attendance	Head of Inclusion Ongoing	Extensive multi-agency work has enhanced the understanding of, and support offered, around emotionally based school avoidance (EBSA) by professionals, including school staff, working with pupils and their families. This focuses on early identification and preventative support so that timely intervention occurs to promote positive outcomes and improve attendance, to prevent entrenched patterns of EBSA and persistent absenteeism. The local authority uses a multi-agency Inclusion Panel and the Fair Access Panel to seek clarification on the most appropriate next steps or provision for particular groups of learners where low attendance or learner engagement are barriers to learning.  The local authority fosters positive relationships through a range of approaches of which attendance is a key feature. Family Liaison Officers (FLOs) promote good relationships within schools and the community and link closely with wider Community Focused Schools (CFS) work. They work with pupils, families, schools and community agencies such as food banks, and ensuring families are accessing services they may need. This collaborative working supports better engagement with schools, improves communication and helps to

		overcome barriers to attendance. CFS colleagues also use school spaces to develop and promote school community engagement for families through the provision of school uniform support and community gardens.
Support pupils' wellbeing and address barriers to learning	Head of Inclusion  Ongoing	The whole school approach to emotional and mental well-being has been implemented which helps schools to understand how they are best placed to promote well-being. This has been introduced in a phased approach and increased the number of schools engaged in the approach from 43% to 74%. This is increasing the support available for the well-being needs of pupils and has a significant effect on children's attendance and achievement in school. All schools and settings are engaged with Emotional Literacy Support Assistants (ELSAs), and there are currently 67 practicing ELSAs who access regular supervision, operating across all but one school in the county, making a positive impact on the emotional literacy of pupils. Schools are also engaged in professional learning related to Emotionally Based School Avoidance (EBSA); Trauma Informed Approaches; and Autism; currently 94% of schools are engaged.

<b>Ref &amp; Status</b>	<b>10b</b>	<b>Risk</b>	Potential Risk that: An increase in behaviours that challenge in schools which may lead to harm to a pupil or member of staff				
<b>Risk Owner and cabinet Member responsible</b>	Will Mclean (Strategic Director Learning, Skills and Economy) and Cllr Laura Wright (Cabinet member for Education)	<b>Strategic objective &amp; Scrutiny Committee</b>	All People Scrutiny Committee, Performance and Overview Scrutiny Committee	<b>Risk category and appetite level</b>	Safeguarding, Health and Safety  Averse	<b>Terminate/treat/transfer/tolerate</b>	Treat

**Reason why Identified**

Monmouthshire is currently experiencing high levels of exclusions, particularly Fixed Term Exclusions (FTE), and this presents a risk to the positive engagement and outcomes for children / young people and increasing pressure on local authority services and provisions. Local authorities across Wales and England have experienced similar trends post covid. The reasons for this are complex and not easily resolved. Due to improvements in the operation of the Inclusion Panel, the number of upheld Permanent Exclusions (PEX) at the end of the 24/25 academic year was zero. However, the number of FTE is continuing to increase. Of concern is that the data shows clear rises in the issue of FTE for reasons linked to violent or aggressive behaviour, this can be verbal or physical against another student or an adult.

Despite investments in improving the capacity of the Pupil Referral Service (PRS), this service has continued to face pressure, particularly from high levels of fixed term exclusions.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	Medium (8)
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Support learners most at risk of repeat Fixed Term Exclusions or of Permanent exclusions through the Education Support Team (EST)	Head of Inclusion  Ongoing	The Education Support Team was created in March 2023 and has enabled those learners most at risk of repeat Fixed Term Exclusions (FTE) or of Permanent Exclusions (PEX) to receive support from specialist professionals. This team have experience in responding to behaviours of concern/ challenge, an enhanced understanding of social emotional and mental health needs and additional learning needs (ALN) in a way that is trauma informed and Adverse Childhood Experiences (ACE) aware. This supportive team has enabled learners to maintain their current placement by reducing the risk of PEX by stabilising behaviours and thus reducing risk, they have supported learners to integrate into other schools via managed moves to prevent PEX and supported in year transfers of learners with prior FTE.
Implement the outcomes of the Pupil Referral Service (PRS) review	Head of Inclusion  Ongoing	The Pupil Referral Service has been reviewed. This has helped understand the current demand, while considering the future role and function of the PRS. Positive changes include increasing the capacity of the PRS through an enhanced staffing structure and improved learning environments across two Pupil Referral Units (PRUs) in the north and the south of the county. This has enabled the PRS to respond in more cases earlier to prevent permanent exclusion, by allowing for some pupils to receive input and interventions prior to a permanent exclusion, with the aim of successfully returning them to school. The renewed focus of the PRS on reintegration into mainstream school led to eight pupils returning to school during the 24/25 academic year.
Work with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools	Vulnerable Learners Lead  Ongoing	The Vulnerable Learner Lead worked with officers in community partnerships to secure Home Office grant funding to support the reduction of violence in schools and to reduce exclusions (both FTE and PEX) associated with this. This funding enabled several learners at risk of PEX to avoid this outcome, including learners in their final year of school, who were able to complete their exams in school. Further multi agency work has also been undertaken to consider how to reduce FTE and PEX linked to aggression and violence amongst both pupils and towards staff. Focused efforts are underway to improve representation at multi agency meetings in schools

		and with focused consideration of learners who have been excluded for these reasons in the intervening periods between each meeting.
Continue to roll out training for all staff in all school and settings (i.e. ACEs and Trauma Informed practice) to increase the understanding of the impact on learner behaviours, strategies and approaches to deescalate and ensure safety and wellbeing.	Head of Inclusion Ongoing	A key part of our approach to reducing exclusions is to improve an understanding of the drivers for children’s behaviours. Trauma Informed approaches form part of a universal, whole-school, preventative approach supporting school communities to become trauma informed and mentally healthy places for all. Being Adverse Childhood Experiences (ACEs) aware and trauma-informed is recognised by the Welsh Government in guidance and reflects the evidence base that it is important to build relational practice to improve positive outcomes for all learners.  Trauma Informed Schools (TIS) and relational practice approaches are being developed and embedded. A multi-agency TIS Steering Group, including colleagues from health and social care, has been established to achieve this, led by the Educational Psychology Service (EPS), and a tiered training programme has been developed.

**Risks to policy priorities**

<b>Ref &amp; Status</b>	11	<b>Risk</b>	Potential Risk that: Welsh Government/PEDW does not find the Replacement Local Development Plan sound or Council do not adopt the RLDP which restricts our ability to take forward key policy objective such as job creation, affordable housing development and the adoption of key policies to protect the environment and tackle climate change							
<b>Risk Owner and cabinet Member responsible</b>	Craig O’Connor (Chief Officer Place and community well-being) and Cllr Paul Griffiths (Cabinet member for Planning and Economic Development)	<b>Strategic objective &amp; Scrutiny Committee</b>	A Thriving and Ambitious Place A Safe Place to Live Place Scrutiny Committee	<b>Risk category and appetite level</b>	Governance, Strategic Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Tolerate			
<b>Reason why Identified</b>										
<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>The Council has faced a range of delays in proceeding the RLDP, including challenge from Welsh Government, which resulted in the need for a new Preferred Strategy, high phosphate levels in the rivers Usk and Wye which resulted in restrictions on developments, and delays in agreeing appropriate Gypsy, Roma and Traveller sites. The delay in implementation is restricting the council’s ability to deliver key objectives including increasing affordable housing and employment opportunities.</p> <p>There are a range of issues the RLDP will need to address, including: the limited number of affordable housing available in the county; a lack of suitable employment land; a need to grow renewable energy opportunities; and aligning infrastructure ambition and delivery.</p>										
<b>Risk Level (Pre-mitigation)</b>					<b>Risk Level (Post-mitigation)</b>				<b>Target risk score</b>	
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level		Risk Score
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High		12
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High		12
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	Medium (8)
<b>Mitigating Actions</b>										
<b>Mitigating Action</b>		<b>Responsibility Holder &amp; Timescale</b>		<b>Mitigation action progress</b>						
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.		Chief Officer Place Spring 2026		The RLDP Deposit Plan was endorsed by Council in October 2025. The Deposit Plan sets the ambition for development within the county. This plan also addresses a number of key issues and align with the priorities of the organisation; it has allocated 50% affordable housing on each new development and is introducing enabling policies which will allow for further affordable housing developments to come forward. This includes facilitating more single person accommodation in the county which is currently extremely limited and is a factor contributing to homelessness. All homes developed under this plan will also be net zero carbon.  The Deposit Plan will now be subject to public examination from Welsh Government and Planning and environment Decisions Wales (PEDW).						
Work with partner organisations to identify and implement solutions to phosphate pollution in the Rivers Usk and Wye		Chief Officer Place Ongoing		In May 2024, Cabinet approved the Climate and Nature Emergency Strategy. This includes an action plan on how we will work in partnership to improve the health of our rivers and oceans. Progress is monitored regularly by the Climate and Nature Emergency Steering Group.						

		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 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.
Ensure RLDP growth ambition is met by essential infrastructure	Chief Officer Place	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 has been published alongside the Deposit Plan.

<b>Ref &amp; Status</b>	12a	<b>Risk</b>	Potential Risk that: 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>Risk Owner and cabinet Member responsible</b>	Debra Hill-Howells (Chief Officer Infrastructure) & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	<b>Strategic objective &amp; Scrutiny Committee</b>	A Green Place to Live Place Scrutiny Committee	<b>Risk category and appetite level</b>	Strategic Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Tolerate

**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.

Despite a nation-wide climate emergency declaration and a common recognition of the importance of reducing carbon emissions, the resources provided to tackle this issue have consistently not met the scale of the challenge. A significant investment in public funding would be required if net zero 2030 is to be met.

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Substantial	High	12	2026/27	Almost certain	Substantial	High	12	Medium (9)
2027/28	Almost certain	Substantial	High	12	2027/28	Almost certain	Substantial	High	12	
2028/29	Almost certain	Substantial	High	12	2028/29	Almost certain	Substantial	High	12	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Deliver the Monmouthshire County Council Climate and Nature Emergency Strategy	Strategic Leadership Team Timescales as per strategy	<p>The Climate and Nature Emergency Strategy was approved by Cabinet in May 2024. This strategy is underpinned by four 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. Progress in implementing the strategy is regularly monitored by the Climate and Nature Emergency Steering Group.</p> <p>Support is being provide to communities to reduce their carbon emissions through circular economy projects such as Benthylg library of things and reuse shops. The Monmouthshire Local Nature Partnership (LNP) continues to share best practice and resources. This partnership developed the Monmouthshire Nature Recovery Action Plan (NRAP); the public consultation of this action plan was launched in September. The action plan provides practical and achievable actions to help reverse the decline in biodiversity and ecosystem resilience in the county.</p> <p>The council is a member of the Wye Nutrient Management Board Technical Advice Group which is identifying and analysing options for delivering improvements in water quality. The council also has continued involvement in the Wye Catchment Partnership to protect water quality, water quantity and biodiversity. An Usk Catchment Partnership Core Group has been established and has agreed its priorities for the draft Integrated Catchment Plan.</p>

Develop a decarbonisation strategy for the council's estate	Chief Officer Infrastructure Ongoing	Work is underway as part of this strategy to better understand the scale of the challenge we face in striving to collectively become net zero. A costed decarbonisation plan and survey for our built estate has been completed. This will provide the council with a sound understanding of the funding needed to implement change. The findings of this survey will be used to inform a decarbonisation strategy for the council's estate.
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<b>Ref &amp; Status</b>	<b>12b</b>	<b>Risk</b>	Potential Risk that: 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				
<b>Risk Owner and cabinet Member responsible</b>	Strategic Leadership Team & Cllr Catrin Maby (Cabinet member for Climate Change and the Environment)	<b>Strategic objective &amp; Scrutiny Committee</b>	All Place Scrutiny Committee	<b>Risk category and appetite level</b>	Environmental. Service Delivery Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Treat

**Reason why Identified**

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

When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient the county is to the likely impacts of climate change. Extreme weather, such as flooding and record high temperatures, 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)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Almost certain	Major	High	16	2026/27	Likely	Major	High	12	Medium (8)
2027/28	Almost certain	Major	High	16	2027/28	Likely	Major	High	12	
2028/29	Almost certain	Major	High	16	2028/29	Likely	Major	High	12	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
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. The Council is currently participating in the development of a Gwent Climate Change Risk Assessment being led by the Gwent Public Services Board (PSB), and has taken part in workshops to identify the most prominent emerging risks in this area and identify possible mitigating actions. The council is 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 developing an updated Flood Risk Management Strategy.</p> <p>Much of the work to coordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). The council continues to work with partners on the LRF to make sure that we are prepared for severe weather events. Established emergency response arrangements are in place. These were utilised as part of the response to Storm Claudia, ensuring support for residents, particularly the most vulnerable.</p> <p>As part the reworking of the Climate Emergency Strategy, climate adaptation, which includes preparing and adapting for the impact of climate change, has been 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</p>

		parks to provide a cooling effect; and continuing to promote and support council services with business continuity and emergency response strategies.
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<b>Ref &amp; Status</b>	13	<b>Risk</b>	Potential Risk that: Residents are unable to secure or retain suitable accommodation, leading to rising homelessness and outward migration as a result of failures in the housing market				
<b>Risk Owner and cabinet Member responsible</b>	Jane Rodgers (Strategic Director Social Care and Health), Matthew Gatehouse (Chief Officer People, Performance and Partnerships) & Cllr Sara Burch (Cabinet Member for Rural Affairs, Housing & Tourism) and Cllr Angela Sandles (Cabinet member for Equalities and Engagement)	<b>Strategic objective &amp; Scrutiny Committee</b>	A Safe Place to Live A Fair Place to Live People Scrutiny Committee	<b>Risk category and appetite level</b>	Service Delivery Minimalist	<b>Terminate/treat/transfer/tolerate</b>	Treat

**Reason why Identified**

Welsh Government’s homelessness policy changes, though positive, have increased pressures on local authorities creating challenges largely relating to lack of accommodation and support needs. 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 accommodation, re-housing households, housing management and placement break downs. This has also created placement and staffing challenges.

There are challenges regarding the availability of temporary, supported and permanent 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 delays in implementing the RLDP.

The Renting Homes Act, which came into force from 1 December 2022, has made significant changes to 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, although the current anecdotal evidence suggests the impact has not been too disruptive to date.

Whilst the council has made positive progress with homeless delivery evidenced by reductions in homeless presentations and the need to provide homeless accommodation due to a more positive performance in respect of homeless prevention, identification of additional homeless accommodation and move-on to social housing, risks remain.

Monmouthshire welcomed large numbers of refugees from Ukraine. Local residents have opened their homes under the Homes for Ukraine scheme. Thank You payments under this scheme are coming to an end from Autumn 2026 upon the expiry of 18 month visa extensions. Alternative accommodation may be needed 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 settled locally. All local authorities also need to find accommodation for Afghans arriving in the UK under the Afghan Resettlement Programme. A shortage of suitable and affordable accommodation, along with the challenges associated with our rurality, will affect our ability to provide suitable long-term accommodation.

The widening of asylum dispersal from 2022 could place further pressure on the housing market as the council plays its part in assisting the Home Office to find short term accommodation for asylum seekers in line with UK Government Policy

Risk Level (Pre-mitigation)					Risk Level (Post-mitigation)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Possible	Major	Medium	8	Low (4)
2027/28	Likely	Major	High	12	2027/28	Possible	Major	Medium	8	
2028/29	Likely	Major	High	12	2028/29	Possible	Major	Medium	8	

**Mitigating Actions**

Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Prevent homelessness through Rapid Rehousing	Head of Housing, Strategic Partnerships and Reform  As per Homeless Transition Plan	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.  Rapid rehousing is facilitating increased resource into homeless prevention, for example through additional staffing and the availability of the Homeless Prevention Fund. The council is working with partner agencies such as the Department for Work and

		Pensions (DWP) and Shared Benefit Service to support more people at risk of homelessness, granting awards to households to help tackle arrears/debt and households experiencing homelessness to enable them to remain in their current accommodation or access alternatives. These areas of work have contributed to increasing the percentage of households prevented from homelessness to 76%.
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 Housing, Strategic Partnerships and Reform As per Homeless Transition Plan	The RLDP was recently approved by Council for submission to Welsh Government. The delivery of the RLDP will be key to increasing the availability of housing in the county; the plan has allocated 50% affordable housing on each site and is introducing enabling policies which will allow for further affordable housing developments to come forward. This includes facilitating more single person accommodation in the county which is currently extremely limited and is a factor contributing to homelessness  The availability of both temporary and settled homes for homeless households is being increased through a range of means including partnerships with private landlords through Monmouthshire Lettings and more homes through new build developments and acquisitions. The Council has also started to acquire accommodation for temporary accommodation. We have worked with housing association partners to make additional general needs social housing available for homeless households. There is a need to determine how much scope there is to allocate further social housing to homeless applicants without being overly detrimental to other housing need groups. The increased support for those at risk of homelessness, combined with the increase in availability of both temporary and settled accommodation, have contributed to the reduced use of bed and breakfast (B&B) accommodation.  As part of the focus to reduce the use of unsuitable and costly B & B, a key initiative has been to repurpose Severn View, a former residential home, to temporary homeless accommodation with dedicated support. This is helping to mitigate against the use of B&B accommodation.  The general homeless position is enabling a review of Monmouthshire Lettings with a view to reducing the stock whilst also reconfiguring the portfolio in terms of quality, location and type.
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.	Chief Officer Place Head of Housing, Strategic Partnerships and Reform Ongoing	Detailed update contained in risk 10.
Work with partners including Welsh Government, UK Government, local sponsors and landlords to identify a range of accommodation to accommodate Ukrainian refugees and those arriving from Afghanistan.	Chief Officer People, Performance and Partnerships Ongoing	The authority has been successful in helping those fleeing the war in Ukraine to find properties in the area. Residents participating in the Homes for Ukraine Scheme have gone above and beyond what was initially asked of them. We have exceeded the 'population share' of refugees identified by Welsh Government.  Recognising the challenges faced by this community, we have a specialised team comprising of two homeless prevention workers, complemented by dedicated translation and administration support. Our approach involves close collaboration with local landlords to cultivate strong local networks and access to properties, addressing concerns related to affordability and financial assessments. We have also begun to work through the Strategic Migration Partnership and the WLGA to develop solutions suited to rural authorities.
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 and 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 contracted provider continues to struggle to find suitable affordable properties in Monmouthshire.  Separate to asylum accommodation, the authority is exploring options to accommodate a limited number of people leaving Afghanistan through specific resettlement schemes.

<b>Ref &amp; Status</b>	14	<b>Risk</b>	Potential Risk that: The rising cost of living tips more families into crisis requiring public service interventions which diverts resources from other policy priorities				
<b>Risk Owner and cabinet Member responsible</b>	Paul Sullivan, Head of Customer, Communication and Engagement & Cllr Angela Sandles, Cabinet member for Equalities and Engagement	<b>Strategic objective &amp; Scrutiny Committee</b>	All People Scrutiny Committee	<b>Risk category and appetite level</b>	Service delivery, Economic Cautious	<b>Terminate/treat/transfer/tolerate</b>	Tolerate
<b>Reason why Identified</b>							

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 – risks adding additional financial pressures to households. The recent war in Iran is likely to exacerbate cost of living pressures and could draw more people into crisis. This could result in a further increase in the 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 over recent years. 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)					Target risk score
Year	Likelihood	Impact	Risk Level	Risk Score	Year	Likelihood	Impact	Risk Level	Risk Score	
2026/27	Likely	Major	High	12	2026/27	Likely	Major	High	12	High (12)
2027/28	Likely	Major	High	12	2027/28	Likely	Major	High	12	
2028/29	Likely	Major	High	12	2028/29	Likely	Major	High	12	

**Mitigating Actions**

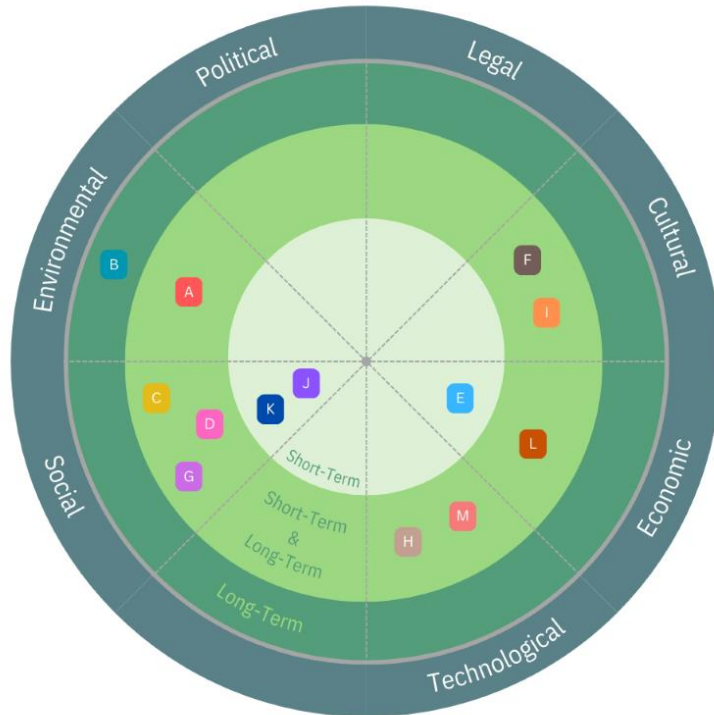
Mitigating Action	Responsibility Holder & Timescale	Mitigation action progress
Undertake data modelling to identify communities at greatest risk and use this to target pro-active responses such as commissioning of services	Head of Customer, Communication and Engagement. Ongoing.	We have undertaken extensive data analysis and qualitative research furthering our understanding of inequality at a local level and how it 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).
Support residents with the cost-of-living crisis through ensuring they have the right advice and support	Head of Customer, Communication and Engagement. Ongoing.	The Council is 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.
Work across the organisation to address food insecurity	Head of Customer, Communication and Engagement. Ongoing.	We continue to support community-based food insecurity interventions including community fridges. These provide an indirect source of support for those experiencing food insecurity. The number of people accessing community fridges has increased in recent years; there is a need to ensure the long-term sustainability of these interventions. 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.
Ensure residents are made aware of opportunities, grants and other relevant information to assist with combatting the cost of living challenges through effective communication and providing up to date information through key front line services.	Head of Customer, Communication and Engagement. Ongoing.	Through the collection of services within the Head of Customer, Communication and Engagement portfolio clear communication channels are now established with key services related to this action, including; Community Development, Communication, Contact Centre and Community Hubs. Promotion and social media campaigns highlight key support to residents, as well as direct targeted work with community groups. Information is kept up to date on a cost-of-living website which front line services have access to and are able to signpost residents to for further support.



## Appendix 2 – Risk Radar

In line with Strategic Risk Management Policy, the Council has developed a risk radar. The radar outlines some of the potential risks that Monmouthshire may face over the coming years. This report draws on national and global emerging risks identified in a range of horizon scanning reports, including most prominently the World Economic Forum (WEF) global risks report, UK Government’s National Risk Register and Welsh Government’s Future Trends Report. Evidence from this will help inform risk management by highlighting the key uncertainties and challenges that may affect our organisation's objectives and operations. Consideration will be given to the annual Risk Radar Report when identifying and managing strategic risks and in the Council’s wider service planning.

A range of evidence is collated to inform the radar. An overview of risks identified on the radar can be seen below. Risks have been categorised by a main factor and timescale, some will impact across multiple factor categories and varying timescales.



- A** Increasing frequency of extreme weather events/changes in weather patterns which may impact Monmouthshire communities

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- B** Declining ecosystem resilience and biodiversity loss which threatens the ability of natural resources to provide benefits to current and future generations

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- C** Growing inequality in societies, particularly income inequality

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- D** An ageing demographic and decreasing numbers of young people which may result in increased pressures in social care and labour market challenges

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- E** Increasing levels of economic uncertainty paired with geopolitical instability

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- F** Growing misinformation and disinformation which may widen societal divides

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- G** Growing societal polarisation as a result of growing political and societal isolation and fragmentation

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- H** Cyber attacks increasing in frequency and complexity

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- I** Malicious threats which aim to disrupt our way of life and could threaten communities

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- J** Major adult social care provider failure which will impact those with care and support needs

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- K** A pandemic which may impact communities, particularly the most vulnerable

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- L** Recruitment and retention issues, particularly in digital and data sectors, which may restrict ability to deliver services

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- M** Increased use of Artificial Intelligence which could have both positive and negative implications on the Council

### Appendix 3: 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.

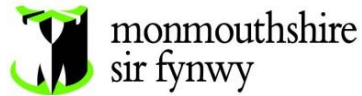
The Council uses a ‘traffic light’ system of Red/Amber/Green associated with High/Medium/Low to categorise risk levels. This is determined using the risk matrix below.

<b>High risk</b>	The risk is <b>highly likely</b> to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
<b>Medium risk</b>	The risk is <b>unlikely</b> to result in a major issue, however, if it did the impact would be <b>significant or serious</b> . 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.
<b>Low risk</b>	The risk is <b>very unlikely</b> to occur and the impact will be <b>minor or moderate</b> 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.

Target risk scores are also used in risk assessments. These indicate the optimal risk score that could be achieved following successful mitigation, within the context of available resources. Some target risk scores may remain the same as post-mitigation risk scores; this indicates that risk scores are not able to be lowered further with available mitigation.

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)



<b>SUBJECT:</b>	<b>Allocation of Crick Road S106 Offsite Recreation Funding</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>10<sup>th</sup> June 2026</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>Caldicot and Portskewett</b>

## 1. PURPOSE:

To seek Cabinet approval for the allocation of Section 106 offsite recreation funding received from the Crick Road development in Portskewett, towards projects identified as named beneficiaries within the Section 106 Agreement.

## 2.0 RECOMMENDATIONS:

2.1 A capital budget of £133,000 be created in 2026/27 to fund improvements to the toilets at the Portskewett Recreation Hall, to include an externally accessible toilet unit for use in connection with the Cornfield Site and the Caldicot MUR (multi-user route).

2.2 A capital budget of £100,000 be created in 2026/27 to contribute towards the cost of the replacement Caldicot skatepark.

2.3 The- above capital budgets are funded by corresponding contributions of £133,000 and £100,000 respectively from the S106 balances held by the Council from the Section 106 Agreement in relation to the Crick Road development site in Portskewett (Planning Ref: DM/2018/00696).

## 3.0 KEY ISSUES

3.1 The residential development at Crick Road Portskewett is subject to a Section 106 Agreement, which sets out the financial contribution to be made by the developers to support local infrastructure, recreation and community facilities.

3.2 This agreement requires the developer to pay an “Adult Recreation Contribution” of £400,000 to the Council and it specifies that the funding should be used for one or a combination of four named beneficiary projects as follows:

- Developing the former MOD railway as a footway/cycle path (creating links from the property to Caldicot Country Park and the Cornfield Project)
- Improvements to Caldicot Castle Country Park
- The Caldicot Regeneration Scheme
- The Cornfield Project.

- This sum is index linked and is ring-fenced for these four projects, ensuring that the funding is used to deliver tangible benefits for the local community.

3.3 At its meeting on 21st January 2026, Cabinet agreed to allocate a sum of £167,000 to the Caldicot Greenway and Multi-User Route, which effectively covers two of the four beneficiary sites (the MUR and Caldicot Castle Country Park), leaving a balance of £233,000 to be allocated to one or more of the two remaining beneficiary projects.

3.4 Since the Cabinet meeting on 21st January, significant progress has been made in developing the remaining two projects. Designs have been drawn up and agreed for the redevelopment of the toilet block at the Portskewett Recreation Hall to serve the hall, the Cornfield site and the Multi-User Route. The budget estimate for this work is £130,604.

3.5 In addition, the Placemaking Group of Caldicot councillors has determined that the replacement of the Caldicot skatepark should be progressed as the main priority for the Town Centre Regeneration Scheme and has allocated a sum of £150,000 towards this provision. The overall cost of the replacement skatepark is not yet known and work is ongoing via a RIBA Stage 4 report, with consultants engaged through a national framework procurement process. Officers are all investigating other potential funding options to meet any remaining shortfall.

#### **4.0 EQUALITY & FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING)**

An Integrated Impact Assessment incorporating equalities, future generations, (Welsh language and socio-economic duty) is attached at Appendix A.

#### **5.0 OPTIONS APPRAISAL**

<b>Do Nothing is not an Option</b>			
<b>Options</b>	<b>Benefits</b>	<b>Risks</b>	<b>Comments/Mitigation</b>
Allocate funding to each project as per the recommendations in the report	The Portskewett toilets project can be completed, to coincide with the completion of the Caldicot MUR	<ul style="list-style-type: none"> <li>• Delays in decision making for allocation of funding.</li> <li>• Increased funding requirement as construction</li> </ul>	Recommended

	<p>The capital available for the Caldicot skatepark project will increase to £250K and will form a solid base for any further funding requests required to complete that project</p> <p>If funding is allocated as recommended, then both projects could be completed in the 2026/27 financial year</p>	<p>costs increase with inflation</p> <ul style="list-style-type: none"> <li>• Loss of public trust in the council's ability to deliver projects on time and within budget</li> </ul>	
Allocate a different balance of funding to each of the two projects	Depending on the revised funding allocations, this could lead to full completion of one project but not the other	<ul style="list-style-type: none"> <li>• Delays in decision making for allocation of funding</li> <li>• There would still be a call for capital investment from other sources towards the project that isn't funded</li> </ul>	Not recommended
Allocate no funding to either project and seek to negotiate an amendment to the provisions of the		This would leave two projects unfunded and there would still be a demand for funding for each	Not recommended

S106 Agreement, to enable the funding to be spent on one or more as yet unidentified project in the locality		project from other external sources, as yet unidentified	
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## 6.0 EVALUATION CRITERIA

6.1 Monitoring & evaluation will be provided as part of the regular review of S106 funded projects by the Section 106 Working Group.

## 7.0 REASONS

7.1 Approval of the funding for improvements to the toilet provision at the Portskewett Recreation Hall will provide modern accessible toilet facilities for users of the hall, the Cornfield site and the Caldicot and Multi-User routes and will provide much needed access for disabled users and those with other mobility and support needs.

7.2 Approval of the funding towards the Caldicot skatepark project will increase the capital available to achieve the replacement of this much needed facility for local children and young people.

## 8.0 RESOURCE IMPLICATIONS

8.1 Approval of full funding for the Portskewett toilets project will enable that project to be achieved without the need for additional resources other than officers' time to oversee delivery of the scheme.

8.2 The allocation of £100,000 towards the Caldicot skatepark will increase the available funding for this project to £250,000 and will provide a much stronger base for seeking additional funding if this is required when the RIBA Stage 4 Report is received.

## 9.0 CONSULTEES

- Cabinet Members
- Severnside Members via Severnside Members' Forum
- Strategic Leadership Team
- Section 106 Working Group

## 10.0 BACKGROUND PAPERS

- Crick Road Section 106 Agreement dated 29 March 2019
- Cabinet Report dated 5<sup>th</sup> May 2024
- Presentation to Severnside Forum Members meeting on 08.12.2025
- Minutes of Severnside Forum Members meeting on 08.12.2025

- Plans of proposed upgrading of toilet provision at Portskewett Rec Hall

#### **11.0 AUTHOR**

Mike Moran, Community Infrastructure Coordinator

#### **12.0 CONTACT DETAILS**

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# Integrated Impact Assessment document

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

<p><b>Name of the Officer:</b> Mike Moran</p> <p><b>Phone no:</b> 07894 573834 <b>E-mail:</b> mikemoran@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To upload S106 sums into the 2026/27 Capital Budget and to agree the allocation of funding to capital projects in Portskewett and Caldicot</p>
<p><b>Name of Service area:</b></p> <p>Countryside, Destination and Environment</p>	<p><b>Date:</b> April 2026</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	<p>The Portskewett project will give access to much-needed toilet facilities to all users of the Cornfield site and the Caldicot Links and Multi-User Route, irrespective of age</p> <p>The current skatepark in Caldicot does not meet current design standards and is difficult to use for younger age groups. The new facility will be designed to provide a safe skating environment for children, young people and adults of all ages.</p>	<p>When the toilets project is complete there will be no direct negative impacts</p> <p>When the new skatepark is installed, there will be no direct negative impacts</p>	<p>The Portskewett toilets will be fully compliant with current DDA standards</p> <p>The new skatepark will be constructed to modern design and safety standards, with facilities for younger users included as part of the overall layout.</p>



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

## 2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 87</p> <p><b>Socio-economic Duty and Social Justice</b></p>	<p>Caldicot and its surrounding areas have pockets of social deprivation including LSOA Caldicot Castle 1, which has been identified in the most recent WIMD as being in the lowest 10-20% for Access to Services in the region. The Portskewett toilets and the new Caldicot skatepark will be free to use at the point of delivery. These proposals are part of a wider network of community facilities in each locality, and they will both offer more opportunities for improving health and wellbeing at no additional cost.</p>	<p>When the projects have been completed, there will be no direct negative impacts, and the facilities will be open to all age groups</p>	<p>The proposals form part of several new opportunities in the Severnside area which aim to invest in infrastructure and raise the quality of life for local residents.</p>

### 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><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favorably</p>	<p>Welsh language will be used across signage, interpretation and information on both projects, which will help to encourage greater use and learning of the language. All signage on the sites will be bilingual to meet the requirements of the Welsh Language legislation.</p>	<p>There will be no direct negative impacts as the project will support use of the Welsh language at every opportunity</p>	<p>Monitor usage</p>
<p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>	<p>No impact</p>	<p>No impact</p>	<p>No impact</p>
<p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>Those who wish to report concerns in Welsh can do so via the established means of communication with the council by phone, email, twitter, Facebook, letters, forms, website, etc.</p>	<p>No impact</p>	<p>No impact</p>




**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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Portskewett project will be funded from S106 balances, so there is no call on the council's core capital budget.</p> <p>The skatepark will be funded primarily from the Town Centre Regeneration Budget and from S106 balances, plus possibly the use of other external grants, thereby reducing any call on the council's core budget.</p>	<p>The positive impacts will be increased by the provision of free, accessible toilets in Portskewett en route between the Multi-User Route, the Caldicot Links Path and the Cornfield Project, and through to the National Wales Coast Path, which provide both local economic and recreational opportunities and improve the region's walking and green tourism products.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and land, river and coastal ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The projects involved are important community and recreation assets in the local area, which will enhance recent landscape improvements to make the most of the natural environment</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The projects to be implemented with the funding uploaded involve improving peoples' physical and mental wellbeing by providing and supporting outdoor recreation opportunities</p>	
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>When they are completed, the projects will contribute to the safety and cohesiveness of the local communities in which they are located</p>	
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The availability of good quality &amp; accessible facilities in the local community means that local people do not have to travel to other areas by car or by public transport, thereby contributing to a reduction in harmful nitrogen dioxide emissions.</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b></p>	<p>Accessible outdoor sport, recreational and green open spaces help people to better understand and appreciate their natural environment and local</p>	<p>The Welsh language will be used across signage, interpretation and information on the two projects and the new facilities will encourage residents to get</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	heritage. Monmouthshire's landscape is one of its most important assets both socially and economically. The investments proposed in this report will encourage more participation in outdoor recreational activities.	involved in sport/leisure activities of their choice at no cost and within easy reach of their homes.
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The improvements will encourage improved access for and participation by disabled people and people with other support needs – also by all sections of the community regardless of their background or ability	

**Q6. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
 <p>Balancing short term need with long term and planning for the future</p>	The sustainability of the sites has been assessed and officers are confident that the investments proposed will be sustainable in the longer term.	Funding is proposed from existing S106 balances to contribute towards the cost of the works proposed.

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>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>In relation to the Portskewett toilets project we are working closely with the Recreation Hall Voluntary Management Committee, Portskewett and Sudbrook Community Council and the local County Council member.</p> <p>On the skatepark project, we are working closely with the Caldicot Skatepark Committee and with consultants experienced in skatepark design and procurement</p>	<p>The replacement and upgrading of toilets at Portskewett is based on a bespoke design that meets current DDA standards.</p> <p>With regard to the skatepark, the key action is to make sure that the layout and content of the new facility meets the expectations of users of all ages, so ongoing engagement with current and future users during the construction phase is essential to ensure the project delivers positive future impacts.</p>
 <p>Involving those with an interest and seeking their views</p> <p><b>Involvement</b></p>	<p>There have been structural and drainage issues with the Portskewett toilets over a number of years, which have been the subject of detailed discussions with the hall committee and with users.</p> <p>In the case of the skatepark, there has been an ongoing dialogue with users and supporters of the scheme over the last 2-3 years, as the condition of the existing facility has deteriorated during that time.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	<p>The proposals involve the enhancement of facilities, in line with the intention of the Section 106 Agreements from where the funding has arisen. Problem prevention is not the basis upon which the funding has been given but investing in the improvement of existing facilities will help to prevent problems occurring in the future.</p>	<p>With regard to the skatepark in particular, the existing facility has come to the end of its useful life and if action is not taken to replace it then it will very soon be beyond repair.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The projects will have positive impacts on the health and wellbeing of people living in the area of benefit stipulated in the Section 106 Agreements</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?**

	<b>Describe any positive impacts your proposal has</b>	<b>Describe any negative impacts your proposal has</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Not applicable	Not applicable	Not applicable
Corporate Parenting	Not applicable	Not applicable	Not applicable

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

- Local population data taken from census information
- Information from respective Section 106 Agreements
- Data from play value assessments

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**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?**

**Positive Impacts**

- The proposals comply with the statutory tests relating to Section 106 funding
- The projects identified in the report will have a positive impact on the health and wellbeing of local residents
- People with protected characteristics will benefit from the improvements proposed

**Negative Impacts**

- It is difficult to demonstrate that the project will have a meaningful benefit for promoting the Welsh language, other than through the use of bilingual signage and notices for each project

The above impacts have not materially changed the recommendations contained in the report

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>
<u>Portskewett Toilet Alterations</u> - appointment of contractors and delivery of construction project with secured grant funding	2026/27 Financial Year	Community Infrastructure Coordinator
<u>Caldicot Skatepark</u> – appointment of consultants and delivery of construction project with secured grant funding	2026/27 Financial Year	Head of Leisure and Wellbeing

**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.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
<b>1</b>	Cabinet	21/01/2026	Agreed to allocate S106 funding of £167,000 towards Caldicot MUR project
<b>2</b>	Cabinet	15/04/2026	Awaiting decision



**SUBJECT: LLANFOIST TO ABERGAVENNY ACTIVE TRAVEL BRIDGE – UPDATE AND CONTRACT PROGRESSION**

**MEETING: CABINET**

**DATE: 10<sup>th</sup> JUNE 2026**

**DIVISION/WARDS AFFECTED: LLANFOIST, ABERGAVENNY**

## **1. PURPOSE:**

The purpose of this report is to update Cabinet on the progress of the Llanfoist to Abergavenny Active Travel Bridge and to seek approval to sign the formal construction contract between Balfour Beatty and Monmouthshire County Council now final pricing has been agreed.

## **2. RECOMMENDATIONS:**

That Cabinet:

- Approves the full Stage 2 (construction) schedule of costs under SCAPE contract and agrees for officers to exchange the contract.

## **3. KEY ISSUES:**

- 3.1. The SCAPE contract, explained below, has been prepared for the construction cost of the Llanfoist to Abergavenny Active Travel Bridge. This bridge is a critically needed link from Llanfoist to Abergavenny, where lack of existing provision is identified as an 'active travel severance point'. This scheme has been a longstanding, central priority for the development of Monmouthshire County Council's Active Travel network.

People living in the Llanfoist, (and further west) have to cross the Usk to reach the secondary school, town shops and services, railway and bus station, library/hub, leisure centre, etc. in Abergavenny, and the nearest connection, the Usk Bridge, restricts travel and transport options.

To facilitate the use of active and sustainable modes for short local journeys, MCC has been successful in securing grant funding for the planning, design and delivery of a walking and cycling bridge alongside the Usk Bridge.

This scheme is in the MCC Community and Corporate Plan, the Local Transport Strategy and the Welsh Government's Active Travel Network Map. Planning permission for the bridge was granted in 2018 as DM/2018/00408.

Aims of the Llanfoist to Abergavenny Active Travel Bridge scheme:

- Increase active travel journeys in Abergavenny
- Improve connectivity and accessibility for active travel trips in and between Llanfoist and Abergavenny
- Improve actual and perceived levels of personal safety and security when walking and cycling
- Promotion of sustainable travel as attractive and safe in Abergavenny and Llanfoist.

Further information on the scheme is provided in the scheme pre-construction website <https://www.monlife.co.uk/abergavenny-active-travel-scheme-bridge-connection-to-llanfoist/>.

- 3.2 The 2-stage construction tender for the bridge has been awarded under the SCAPE framework with Balfour Beatty undertaking a large amount of Early contractor Involvement, mitigating the project risks and onward maintenance liability of the structure. This includes the Non-Material Amendment of the design from a Wooden Glulam structure to a traditional steel build. The output program, estimated costs and supply chain has allowed for successful grant funding bids to be prepared and submitted.
- 3.3 £10.4m construction funding has been secured through Welsh Government's Active Travel Fund based on the initial SCAPE/Balfour Beatty contract estimates, project management costs and ancillary works (Property Flood Resilience). The Stage 1 contract, allowing for finalisation of design and Early Contractor Involvement was entered into in April 2025 and completed in May 2026.
- 3.4 We are pleased to now have finalised the contract price for the bridge construction, at a price of £8.351m, and are seeking authority to sign the Deed of Variation for the full contract, and to progress into the second stage of the contract. The request is for authorisation to sign the Deed of Variation to enable the Council to proceed with construction of the Llanfoist to Abergavenny Active Travel Bridge and to delegate authority to exchange and complete to the Chief Officer for Infrastructure in liaison with the Cabinet Member for Active Travel.
- 3.5 Construction is scheduled to begin in June 2026, subject to authorisation to continue from Cabinet and completion of the structure is expected in September 2027. The final program is subject to the river working windows and any potential severe weather impacts, with the risk of a 3<sup>rd</sup> year of river working being mitigated as far as possible with enabling work under the Stage 1 contract.

- 3.6 A delegated decision by the Chief Officer – Infrastructure has been made to initiate further preliminary works in readiness for the Stage 2 contract to be entered. This includes enabling works and steel procurement to de-risk the program, as per point 3.5.
- 3.7 Additional funding for the project for 26/27 has been secured through the Regional Transport Fund, to the sum of £3.6m, which will allow MCC to construct improved links to the bridge on both the Llanfoist and Abergavenny banks, once the risk of the 3<sup>rd</sup> year construction has been mitigated with substantial in river construction this year.

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

The scheme has been progressed because of its beneficial outcome for people and the area. Negative impacts have been assessed and mitigated where possible. An Integrated Impact Assessment for the bridge is attached (Appendix 4) with a summary below:

##### **Access**

This bridge will provide the option of sustainable and affordable travel between Llanfoist and Abergavenny, on a route that currently is exclusive to many.

##### **Ecology**

Castle Meadows, where the bridge will land on the Abergavenny side, is a Site of Special Scientific Interest (SSSI) and the River Usk is a Special Area of Conservation (SAC). The plan includes measures to mitigate negative impacts and include net-benefit.

##### **Flood and water management**

Castle Meadows are historic water-meadows which flood seasonally, and this has been taken into account in the bridge design and construction programme. To mitigate flooding that already happens and minimise the effect of the bridge on local flooding, the scheme includes a suite of Property Flood Resilience measures offered to identified local properties.

##### **Local amenity**

Castle Meadows is a much-loved recreation area crossed by paths and the National Cycle Network. We have worked with stakeholders to ensure existing users' needs are met and that concerns are addressed. The scheme will include works to support the Castle Meadows Management Plan.

##### **Visual impact and Heritage**

The active travel bridge will be downriver of the listed road bridge, the Usk Bridge. The new bridge has been designed to fit with the historical landscape and reduce impact on the Usk Bridge by providing a low-impact alternative to driving in the local network.

#### **5. OPTIONS APPRAISAL.**

The options are approve the SCAPE contract, to negotiate a new contract/find a new contractor or to end the scheme.

- Approval of the contract would allow construction to begin, securing material prices in a fluctuating market and mitigating further delays to the completion of the scheme.
- Negotiation of a new contract or finding a new contractor would create additional cost and delay, with loss of the funds invested in ECI, third-party ECI and preparing the contract and programme, making likely significant delay or cancellation due to funding, planning permission and ecological constraints.
- Finally, ending the scheme would have financial and reputational risk, and leave a recognised issue unaddressed.

## **6. EVALUATION CRITERIA**

The bridge will be installed in phases, to fit in-river working within strict windows permitted within the Usk River SAC. The phasing plan will be publicised online and at the site, and the scheme's NEC4 Project Manager will keep in close contact with MCC on the progress of construction.

The contract lays out a programme for this work, which can be followed to assess progress following this decision. Cabinet's permission to proceed will allow the construction of the bridge to proceed. Balfour Beatty will immediately notify suppliers, mobilise their workforce, purchase materials and commence the piling within the short time permitted within ecological constraints.

## **7. REASONS:**

The council has a duty under the Active Travel Act to enable active and multi-modal sustainable travel. We can, through this scheme, support access, financial, social and health equality for individuals and the wider community and environment. The consequences of not building the bridge in a timely manner, or at all, are laid out below in '8. Resource Implications'.

MCC has prepared this scheme and readied for construction to fix a serious problem on the walking and cycling network, to allow people to make healthy, sustainable and affordable travel choices. The existing infrastructure is inaccessible to many, as well as unattractive, inconvenient, and considered unsafe. Travelling between Abergavenny and Llanfoist is essential to many, and people should have the option to make this short trip without a vehicle and feeling they have the support to do it.

## **8. RESOURCE IMPLICATIONS:**

### **Financial**

MCC has secured £10.4m in grant funding for the construction of the bridge, already having used over £1.5m in previous grant and section 106 funds to bring the scheme to construction. The risk created by not completing the contract are various and have wider impacts. Every effort has been made to identify and mitigate programme risks - however, extreme weather may impact the

programme, previously discussed as the 'third year risk'. The costs associated with this being covered by a contingency fund previously agreed by MCC and now mitigated through further grant funding.

### **Staffing**

The Active travel team and wider support from the infrastructure directorate are programmed to deliver the scheme over the next 2 years, with support from an external NEC Project Manager to aid the construction. Approval to proceed will have no impacts on wider project delivery.

### **Reputational**

This scheme is high-profile and there is huge reputational risk to delay/loss of this as a longstanding commitment of the Council which has been presented to the public as MCC's priority. The Council's reputation with funding bodies would also be at risk.

### **Public health and wellbeing**

The active travel bridge is designed to fix a serious problem on the walking and cycling network, to allow people to make healthy, sustainable and affordable travel choices. This impacts community connectedness and resilience, reducing inequality by improving peoples' access to education, work, and services, with the choice to travel independently and reduce personal travel choices' impact on others through air quality, quality of experience and network pressure. Llanfoist residents need access to Abergavenny for essential services such as secondary education. The knock-on cost of limited travel options to get to essential trip attractors, as existing infrastructure and MCC's population ages, range from impact on personal development and ability to play a positive part in the local economy, to deepening existing inequality.

## **9. CONSULTTEES:**

### **MCC Cabinet**

Sara Burch, Cabinet Member – Rural Affairs, Housing and Tourism

### **MCC Officers**

Joanne Chase – Head of Legal

Debra Hill-Howells – Chief Officer, Infrastructure

Nicholas Tulp – Head of Transport

## **10. BACKGROUND PAPERS:**

Integrated Impact Assessment - Supplied

Monmouthshire County Council - Local Transport strategy [Microsoft Word - Local Transport Strategy 24-25 Final.docx](#)

ATF 2024/2025 Awards - [Local authority transport grants awarded 2024 to 2025 | GOV.WALES](#)

ATF 2025/2026 Awards - [Local authority transport grants awarded 2025 to 2026 | GOV.WALES](#)

Active Travel Guidance - <https://www.gov.wales/sites/default/files/publications/2022-01/active-travel-act-guidance.pdf>

MCC Community and Corporate Plan - [MMCCCommCorpPlan\\_Final\\_EN.pdf](#)

**11. AUTHOR:**

Madeleine Boase, Active Travel Officer  
Nicholas Tulp, Head of Transport

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## Integrated Impact Assessment Template

(incorporating Equalities, Socio-economic Duty, Future Generations, Welsh Language Measures, Corporate Parenting)

<b>Name of the Officer</b> completing the evaluation  Madeleine Boase  <b>Phone no:</b> 07971 140534 <b>E-mail:</b> madeleineboase@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b>  Llanfoist to Abergavenny active travel bridge Construction of a new Active Travel Bridge across the River Usk Llanfoist Abergavenny and connecting routes on Merthyr Road and in Castle Meadows
<b>Name of Service area</b>  Infrastructure	Date 20.05.26

**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.

<p><u>Protected Characteristics</u></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Age</b>  <i>Consider the impact on our community in relation to age, e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i></p>	<p>Enable all people, regardless of age, better access to trip attractors in Abergavenny and Llanfoist.</p> <p>This is particularly relevant to those excluded by age from other modes, including driving, and improving access to services particular to young and old people.</p>	<p>Older people: Where Shared Use Paths are used, the presence of cyclists affects some older people's safety and/or feeling of safety on routes.</p>	<p>Promotion that represents age diversity in active travel/ route use. Provision of seating for those who need to rest more frequently. Representation of underrepresented groups in promotion of the route.</p> <p>Providing wider paths and signage to promote awareness of shared use and encourage respectful use.</p> <p>Consult with stakeholders and note trip attractors which are particular to age.</p> <p>ATAG 4.2.9 As a general principle, the network should cater for children to travel independently, as a walker, wheeler or cyclist, from the age at which they start secondary school.</p> <p>Where using the carriageway for cycling, consider safety and comfort of route for old and young cyclists.</p> <p>ATAG 9.9.1 Designs should meet the needs of everyone who cycles at any age or physical condition. Cycle routes should cater for a wide spectrum of people with different levels of confidence and experience, and those who use adapted cycles or cycles with trailer</p>

<u>Protected Characteristics</u>	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?
<p><b>Disability</b>  <i>Consider the impact and what issues there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this; producing information in alternative formats, employment issues etc.</i></p>	<p>Improve access for disabled people to trip attractors in Abergavenny and Llanfoist. This is particularly relevant to those excluded by disability from other modes, including driving, and improving access to services particular to their disability. The existing infrastructure is poorly accessible and exclusive to some.</p> <p>ATAG 4.2.10 The active travel network is important to the many disabled people who cannot otherwise travel independently.</p>		
<p><b>Gender reassignment</b>  <i>Consider the provision of inclusive services for transgender people and groups. Also consider what issues there are for employment and training.</i></p>	<p>Inclusiveness: Enable all people better access</p>	<p>People already underrepresented in active travel feel less welcome, perpetuating underrepresentation.</p>	<p>Representation of underrepresented groups in promotion of the route.</p>
<p><b>Marriage or civil partnership</b>  <i>Same-sex couples registered as civil partners have the same rights as married couples and must be provided with the same benefits, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. Consider the impact of your proposal on these rights.</i></p>	<p>Inclusiveness: Enable all people better access</p>	<p>N/A</p>	<p>N/A</p>

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>Pregnancy or maternity</b> <i>A woman is protected from discrimination during her pregnancy, maternity leave and 26 weeks from the day she gives birth. Including the provision of services, goods and facilities and recreational or training facilities. Consider the impact of your proposal on these protections.</i>	Inclusiveness: Enable all people better access. Accessible, rollable routes.	N/A	Provision of seating for those who need to rest more frequently. Representation of underrepresented groups in promotion of the route.
<b>Race</b> <i>What will the proposal do to promote race equality with the aim of eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between different racial groups. Think about the potential to affect racial groups differently. Possible issues include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveler, migrant communities and recording of racist incidents etc.</i>	Inclusiveness: Enable all people better access	People already underrepresented in active travel feel less welcome, perpetuating underrepresentation.	Representation of underrepresented groups in promotion of the route.
<b>Religion or Belief</b> <i>Consider the impact 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>	Inclusiveness: Enable all people better access.	N/A	N/A

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>Sex</b> <i>Consider what issues there are for men and women. Will this impact disproportionately on one group more than another e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues.</i>	Inclusiveness: Enable all people better access.	People already underrepresented in active travel feel less welcome, perpetuating underrepresentation.	Representation of female active travel users in promotion of the route.
<b>Sexual Orientation</b> <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>	Inclusiveness: Enable all people better access.	People already underrepresented in active travel feel less welcome, perpetuating underrepresentation.	Representation of underrepresented groups in promotion of the route.

## 2: The Socio-economic Duty

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.

*Socio-economic disadvantage can be defined as living in less favorable social and economic circumstances than others in society. It also includes social justice, which is about reducing inequalities by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential.*

**Consider how the proposal could affect the following vulnerable groups:**

*Armed Forces Community (including veterans)*

*Students*

*People who have experienced the asylum system*

*Single parents*

*People living in the most deprived areas*

*People involved in the criminal justice system*

*Vulnerable families*

*Pensioners*

*Single adult households*

*Homeless People*

*Carers*

*People misusing substances*

<u>Socio-economic Duty</u>	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 from socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage?
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<p><i>Think of what evidence 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></p>	<p><b>Access</b></p> <p>This bridge will provide the option of sustainable and affordable travel between Llanfoist and Abergavenny, on a route that currently is exclusive to some people (particularly those who need rollable access) and unsafe, uncomfortable or unattractive to many. Improved active travel infrastructure has a positive social justice impact, offering the option of low-cost, healthy and accessible travel, - with the greatest benefit to those who need it most. It will have a wider effect on the resilience and connectedness of the community. Those who do not or cannot drive (for reasons of disability, affordability, age, etc.) will be able to travel to a wider range of destinations, and access education, work and services without depending on others. At the same time, potential trips made by driving will be made by active travel, reducing the effect of personal modal choice on public infrastructure, others' propensity to walk and cycle, congestion and pollution.</p>	None	N/A
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### **3. Policy making and the Welsh language**

*What are 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? How could positive effects be increased, or negative effects be mitigated? 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.*

<b>How does your proposal impact on the following aspects of the <a href="#">Council's Welsh Language Standards</a>:</b>	<b>Describe the positive impacts of this proposal</b>	<b>Describe the negative impacts of this proposal</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b>
<b>Policy Making:</b> <i>Consider what impact this policy decision will have on the Welsh Language. This includes opportunities for people to use the language, opportunities to promote the language and treating the language no less favourably than the English language. Include any data and evidence e.g. WESP, Census Data, Cymraeg 2050, Welsh Language Strategy.</i>	Promotion of Welsh terms and place names in wayfinding	None	N/A
<b>Operational:</b> <b>Recruitment &amp; Training of workforce</b> <i>Carefully consider whether vacant posts require Welsh language skills as a desirable or essential skill. This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also, when assessing the need for Welsh language skills keep in mind the existing Welsh language skills within the workforce. In service areas where there is a current lack of Welsh language skills, posts should be advertised as Welsh language essential. Additionally, consider where further training may be needed to increase the number of staff who can speak Welsh and to enhance the skills of current Welsh speakers.</i>	Inclusion of Welsh speakers	None	N/A
<b>Service Delivery:</b> <b>Use of Welsh language in service delivery</b> <i>When advertising our services you must promote the fact that people can deal with the council in Welsh by</i>	Bilingual provision of scheme information  Promotion of Welsh terms and place names in wayfinding	None	N/A

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




<p><u>Well Being Goals</u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A prosperous Wales</b> <i>An innovative, productive and low carbon society which recognises global limits and uses resources efficiently (including acting on climate change); a skilled and well-educated population in an economy which generates wealth and provides jobs.</i></p>	<p>The scheme will have a positive economic benefit to individuals and communities through improved access to education, work and affordable modes of travel.</p>	<p>Cost of scheme</p>	<p>Scheme developed through the WeITAG process to demonstrate value for money over 'do nothing' and other options.</p>
<p><b>A resilient Wales</b> <i>Maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</i></p>	<p>Improving provision for and access to active and sustainable travel supports resilient communities by improving sustainable connectivity and reducing the harmful effects of the transport system.</p> <p>Castle Meadows are historic water-meadows which flood seasonally, and this has been taken into account in the bridge design and construction programme. To mitigate flooding that already happens and minimise the</p>	<p>Impact on the ecology and water management on Castle Meadows: The area has recognized flooding issues and there is a risk of</p> <ul style="list-style-type: none"> <li>- The bridge impacting flooding and water management</li> </ul>	<p>We will protect and manage existing ecosystems as part of the delivery of schemes and design schemes around biodiversity net gain.</p> <p>Installation of the active travel bridge and ramps will be carried out under environmental permit Flood Risk Activity Permit (FRAP) number DFR/S/2022/0143 granted following completion of the Flood Consequences Assessment section and associated documents. Analysis and mitigations are provided in part 10 chapter 9 of the Environmental Statement accompanying planning application DM/2018/00408.</p>



<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	effect of the bridge on local flooding, the scheme includes a suite of Property Flood Resilience measures offered to identified local properties.	<p>- The scheme being blamed for causing flooding</p> <p>Flood risk to potential users of the footpaths remains the same as for the existing footpaths.</p>	<p>During the construction of the proposed footbridge, works will be undertaken on the floodplain and within the channel of the River Usk, including the caisson construction and the installation of temporary piling ramps on the riverbanks. Consultation with Natural Resources Wales found that the planned temporary works in the Usk and Castle Meadows (floodplain) would be likely to have 'direct, temporary, short-term effect' on the River Usk of 'negligible significance' because the volume of flood storage lost as a result of these activities is negligible compared to the volume of storage available in the floodplain.</p> <p>The Flood Consequences Assessment (FCA) report found that, taking into consideration the existing fluvial flood risk to nearby properties, the impacts of the proposed footbridge on flood risk at the affected properties is considered to be low, nonetheless, Property Flood Resilience (PFR) measures have been offered to specific residential properties in the scheme area.</p>
<p><b>A healthier Wales</b>  <i>People's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</i></p>	Increase healthy travel options overall. Improving provision for and access to active and sustainable travel supports physical and mental wellbeing through active lifestyles, social connectivity and	None	High-quality, wider paths to allow space for more people and different uses, increasing the diversity of users and encouraging people 'Share With Care' to ensure that more vulnerable users do not feel excluded. Promoting a vision of active travel as local, useful, and open to all in the community.

<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	reducing the harmful air quality effects of the transport system.		
<p><b>A Wales of cohesive communities</b>  <i>Communities are attractive, viable, safe and well connected</i></p>	Improving provision for and access to active and sustainable travel supports sociable connected communities where people can get to school, work and services within their local area using low-impact, affordable modes.	None	N/A
<p><b>A globally responsible Wales</b>  <i>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</i></p>	<p>Improving provision for and access to active and sustainable travel supports local action to mitigate and reduce the causes and effects of climate warming.</p> <p>Castle Meadows, where the bridge will land on the Abergavenny side, is a Site of Special Scientific Interest (SSSI) and the River Usk is a Special Area of Conservation (SAC). The bridge and plan for its construction has taken this into account, securing required permissions for in-river working and work on the Meadows, and collaborating with MCC Countryside (who manage the Meadows) to minimise and mitigate negative impacts</p>	None	N/A

<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	and include benefits in line with the Castle Meadows Management Plan.		
<p><b>A Wales of vibrant culture and thriving Welsh language</b>  <i>Promotes and protects culture, heritage and the Welsh language, and participation in the arts, and sports and recreation</i></p>	Transport options can be integral to improving intergenerational and community connections that support language and cultural links. Access to the local area, local cultural and education can all support Welsh language resilience, promotion and access.	None	Ensure that routes are accessible to locals and visitors, through bilingual signage and coherent wayfinding.
<p><b>A more equal Wales</b>  <i>People can fulfil their potential no matter what their background or circumstances. (This includes the protected characteristics listed in Section 1 above. You can add more detail there. Don't forget to think about the impacts on poverty)</i></p>	Transport options contribute to systemic equality in society, and transport can be integral to improving equality.	None.	<p>Inclusive representation of active travel users in promotion of the route, so underrepresented groups feel more welcome.</p> <p>We will work to make active travel in general, and these routes specifically, accessible, promoted and welcoming to all backgrounds, particularly supporting the transition to active travel for people whose intersectional disadvantages could be reduced by access to active travel.</p>

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

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
 <p><b>Long Term</b></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>The scheme will use high-quality and durable materials. The design has considered the unique requirements of the area, which is partially flood-plain and holds grazing cattle for part of the year. These elements support the local ecology and mitigate flooding in other areas, which will support the long-term sustainability of the community.</p>	<p>Build high-quality infrastructure to be durable, fit-for-purpose and resource-efficient. This will allow us to continually expand the active travel network in a way that supports sustainable, future-ready behaviour.</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>We have worked with local stakeholders and residents, as well as consulting experts on network planning, scheme design, infrastructure design, accessibility and ecology.</p>	<p>We will continue to consult stakeholders and the public and incorporate views into scheme design, balancing individuals' needs with those of the future-ready community and area.</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p> <p><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>We have consulted an array of stakeholders, residents, campaign groups and experts on elements of the scheme. Beside open public consultation in 2022 and 2024, consultees include Abergavenny Pro-Mobility group, Abergavenny Town Team, Abergavenny Civic Society, Abergavenny Cycle Club, Transition Abergavenny, Abergavenny Town Council, Llanfoist Fawr Community Council, Friends of Castle Meadows, MCC Castle Meadows Management, Cadw, Design Commission for Wales.</p>	<p>We will continue to listen to views and aim to hear from a diversity of people by making consultations visible and accessible.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Sustainable behaviour requires (costly) change and facilitation. The investment in this scheme has been assessed through the WelTAG process to present a business case for the investment it requires.</p> <p>The scheme will use high-quality and durable materials. The design has taken into account the unique requirements of the area which is partially flood-plain and holds grazing cattle for part of the year. These elements support the local ecology and mitigate flooding in other areas, which will support the long-term sustainability and resilience of the community.</p>	<p>Build high-quality infrastructure to be durable and fit-for-purpose. This will allow us to expand the active travel network in a resource-efficient way that supports sustainable, future-ready behaviour.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><i>Focus here on how you will better integrate the Wellbeing Goals impacts on people, economy and environment described above and balance any competing impacts. Think about impacts the proposal may have on other organisations</i></p>	<p>The objectives of the bridge scheme, to increase local active travel, connect communities, reduce severance points and promote modal shift, are designed to support sustainable travel and transport in Abergavenny and Llanfoist. The increasing urgency to better meet local transport needs have to work with the needs of the ecology of Castle Meadows, and we are working with sometimes opposing local views. This shows that there are cross-cutting impacts that must be considered and balanced. We will continue to consider the bigger picture, through working with the policy-aligned Active Travel Fund grant objectives, and how these can be positively carried out in the local context.</p>	<p>The impacts are more positive than negative. Negative impacts will be mitigated through the design, delivery and promotion.</p>

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p><b><u>Safeguarding</u></b></p> <p><i>Safeguarding in this context applies to children (not yet reached 18th birthday) and adult at risk (identified as a person over the age of 18 and who (a) is experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.)</i></p> <p><i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and adults at risk, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i></p>	N/A	N/A	N/A
<p><b><u>Corporate Parenting, Care Leavers and Care Experienced People</u></b></p> <p><i>This relates to those children who are 'looked after' by the Local Authority either through voluntary arrangements with their parents or through a Court Order. The Council has a corporate duty to consider 'children who are looked after especially and to promote their welfare (in a way, as though those children were their own). It also relates to care experienced people (people who have spent time in care when they were under 18 years old). The Council must consider how to help overcome the disadvantages and discrimination they experience.</i></p>	N/A	N/A	N/A

## 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. Key strategies and documents that may help you include: Community and Corporate Plan, Asset Management Strategy, Digital and Data Strategy, Medium Term Financial Strategy, People Strategy, Socially Responsible Procurement Strategy: [Enabling Strategies](#) See Guidance for more examples.*

The bridge scheme has been developed as part of a wider project to improve active travel connectivity between Abergavenny and Llanfoist, started with the WeITAG options appraisal study. Options for addressing connectivity issues in the area. Adaptations to the existing Usk Bridge were not possible, so plans for an additional river crossing – Once the decision was made that an additional crossing near the Usk Bridge was needed, the ‘active travel bridge’ plan was developed.

Options for the location and design of the bridge were analyzed in terms of their impact on transport connectivity (based on the principle that active travel routes need to be accessible, safe, direct, cohesive, comfortable and attractive), the sensitive ecology, landscape and historic monuments of the area and the Special Area of Conservation. MCC’s Active Travel Schemes are funded through the Active Travel Fund. Funding is achieved following the WeITAG (Welsh Transport Appraisal Guidance) framework which includes consultation, monitoring and evaluation prior, during and post implementation.

Two bridge options were put to the stakeholders in a collaborative workshop, who unanimously voted in favour of a natural timber footbridge (the option that was taken to detailed design). Following the support of the general public and the key stakeholders, the Llanfoist Active Travel Bridge was presented to Design Commission for Wales (DCfW) in late November 2016.

Once the proposed design was developed further the project team held a second Public Exhibition in January 2018 and again obtained largely unanimous support from the public, the summary of which is stated in The Public Engagement Report, dated 8<sup>th</sup> January 2018.

### Planning Application and NRW Engagement (2018-19)

Following the support of DCfW the bridge design and adjacent links to Merthyr Road were developed and a thorough Environmental Statement, Flood Consequences Assessment and Planning Submission were submitted, and obtained unanimous support from the Local Planning Authority (DM/2018/00408, granted on 4<sup>th</sup> October 2018). Subsequently the Flood Risk Activity Permit (FRAP) was rejected by NRW on the grounds of increased risk to flooding. In October 2019, a collaborative workshop was held with NRW to agree the appropriate way forward in order to reduce the flood impact. In FY20/21 a detailed flood analysis exercise was undertaken, and this submission will include the continued liaison with NRW and will seek to implement measures to mitigate the risk of flooding to the affected residents to enable the award of the FRAP for the construction of the footbridge.

### Ongoing data collection

Data from various qualitative consultations has been collected at several points in scheme development, along with ongoing air quality, route use and transport data collection.

## 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

The proposal is to provide improved active travel connectivity in Llanfoist and Abergavenny. This has many benefits, including inclusive access, social equality and environmental impact mitigation. Negative impacts will be mitigated through the scheme design, social value activities and promotion.

**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?
Ecological monitoring	Ongoing during construction	Construction partners instructed through NEC4 PM
Scheme monitoring & evaluation	Ongoing, to 3 years post-implementation	MCC Active Travel
Stakeholder engagement	Ongoing	MCC Active Travel, construction partners

**10. VERSION CONTROL: The Integrated Impact Assessment 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 <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>	Date considered	Brief description of any amendments made following consideration
2	Decision to proceed with Stage 2 construction contract	May 2026	Update to all sections since previous IIA in 2022

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**SUBJECT: DEVELOPMENT OF A PILOT SPECIALIST RESOURCE BASE (SRB) FOR LEARNERS WITH SOCIAL, EMOTIONAL AND MENTAL HEALTH (SEMH) NEEDS**

**MEETING: Cabinet**

**DATE: 10<sup>th</sup> June**

## 1. PURPOSE:

1.1. The proposal responds to a clearly identified insufficiency in local Additional Learning Provision (ALP), particularly for learners with complex autism and Social, Emotional and Mental Health (SEMH) needs who cannot be supported within current school or SRB model. Cabinet approval is sought to establish a new Specialist Resource Base (SRB) with a therapeutic environment for learners with complex SEMH needs at the former Ysgol Y Fenni site, and to approve the associated capital and revenue costs.

## 2. RECOMMENDATIONS:

Cabinet is recommended to:

- 2.1. Support the strategic direction to expand local specialist provision and reduce reliance on costly out-of-county placements.
- 2.2. Approve the establishment of a SEMH Specialist Resource Base at the Ysgol Y Fenni site from September 2026.
- 2.3. Approve the capital costs required to adapt the site as set out in section 7.
- 2.4. Agree to set aside the disposal of the Ysgol Y Fenni site for a period of 5 years to enable the development of the site as base for this pilot SRB provision, which will enable a determination of the suitability and feasibility of the site for this provision in the longer term.
- 2.5. Note the staffing and ongoing revenue implications associated with the provision.

## 3. KEY ISSUES:

### 3.1. Growing demand and insufficiency of provision

SEMH needs now represent a significant proportion of ALN, with increasing complexity and co-occurring needs such as autism and communication difficulties. Almost a quarter of current statutory plans (individual development plans) relate to SEMH, with increasing numbers of primary-aged learners affected. This need can present itself in dysregulated behaviours and can be challenging in mainstream environments. Existing provision does not meet rising demand, as highlighted in the 2025 Estyn report.

### 3.2. Rising exclusions and risk

Over the course of the last five years Monmouthshire has seen a continued rise in levels of behaviour of distress linked to trauma and neurodivergence within both mainstream and specialist provisions. Concerningly there have been significant increases in primary exclusions and pupils at risk of permanent exclusion that require additional support, either from their school or from services provided from the wider education directorate. In discussions with

Headteachers it has become apparent that there are growing safeguarding and risk management concerns in mainstream settings.

### **3.3. High-cost and ineffective current arrangements**

It is our strategic aim and ambition that nearly all of our learners learn and participate in mainstream schools. However, we recognise that for some learners there will be times when time away from a mainstream setting may be beneficial to reset expectations and set a clear understanding of parameters of school life. The children that this provision would be established for are children who are currently receiving their education through a mixture of bespoke interventions, often away from school and a cohort of peers. These learners are often not in school-like environments and lack appropriate peer groups and therefore appropriate social/ language/ learning models.

The evidence shows that many pupils do not successfully reintegrate into mainstream after external provision. Furthermore, there are limited, appropriate alternative provisions for primary aged learners with SEMH needs and in some instances, there have been breakdowns in the provisions already secured. Individual alternative provision placements, when they are secured, are very costly and often lack long-term impact. Currently, the ALN Bespoke alternative provision for individual learners' costs are £1,020,000 for 2025-26.

## **4. OPTIONS APPRAISAL**

4.1. An assessment of potential options to address the identified insufficiency in SEMH additional learning provision has been undertaken across the Inclusion Service. This has considered delivery models, site availability and ability to meet statutory duties within required timescales.

### **4.2. Option 1 – Maintain Current Arrangements**

Continue to meet need through existing arrangements, including ALN Bespoke packages reliant on alternative provision and out-of-county placements.

**Assessment** – This approach:

- does not provide appropriate or sustainable provision for learners with complex SEMH needs
- relies on high-cost, fragmented provision that is continuing to increase
- does not support reintegration or access to suitable peer groups and learning environments
- carries increasing safeguarding and operational risks due to behaviours of distress
- places significant pressure on Inclusion services and external providers and is not aligned with our Inclusion Strategy
- presents a clear risk of non-compliance with statutory duties under the ALN Act

**Conclusion** - This option is not sustainable, does not meet statutory requirements, and presents unacceptable financial, operational and safeguarding risk. It is not a viable option.

### **4.3. Option 2 – Establish SRB Provision at Ysgol Y Fenni (Preferred Option)**

Develop a dedicated SRB to meet the needs of learners with SEMH needs on the soon to be vacant Ysgol Y Fenni site, providing a therapeutic, specialist learning environment.

**Assessment** - This option:

- directly addresses the identified insufficiency in SEMH provision and responds to Estyn findings
- enables delivery within required timescales (September 2026) to meet urgent demand
- makes effective use of an available LA asset requiring minimal adaptation (circa £92k) with costs that can be met from ALN grant funding
- reduces reliance on high-cost external provision and out-of-county placements
- provides appropriate therapeutic environments, including secure indoor and outdoor space
- supports improved outcomes, reintegration and sustainable local provision

**Conclusion** - This is the only option that is deliverable, compliant and capable of meeting current and projected need within required timescales.

#### 4.4. Option 3 – Distributed Provision within Existing Mainstream Schools

Establish smaller SEMH provisions within existing primary schools across the county.

**Assessment** - Detailed feasibility work has been undertaken across a range of schools. This has confirmed:

- No suitable sites are currently available within the existing estate that can safely accommodate this cohort
- significant safeguarding, operational and environmental constraints within mainstream settings
- insufficient access to appropriate outdoor and therapeutic space
- requirement for substantial capital investment with limited long-term suitability
- likely impact on host schools, including leadership capacity, performance outcomes and community confidence

**Conclusion** - This option is not deliverable in practice due to site constraints, safety considerations and impact on mainstream provision. No viable alternative school-based sites have been identified.

#### 4.5. Option 4 – New Build Specialist Provision

Develop a purpose-built SEMH specialist provision as a long-term solution.

**Assessment** - This option:

- would require identification and acquisition of a suitable site (none currently available)
- is not included within the current capital programme
- would involve significant lead-in time (multiple years)
- would not address immediate need for the 2026–27 cohort
- would require continued reliance on costly interim provision

**Conclusion** - Whilst this may form part of a long-term strategic ambition, it is not a viable option to meet current demand or statutory requirements within required timescales.

## 5. PROPOSED SOLUTION:

5.1. It is proposed that Monmouthshire establishes a dedicated SRB for primary aged pupils with SEMH needs (option 2). This option is recommended as it:

- meets statutory requirements
  - addresses immediate and future demand
  - is deliverable within required timescales
  - represents the most effective and efficient use of available resources
- 5.2. This SRB would have a specific and different designation to the other, current SRBs whose focus is on learners whose learning is at least three years below their chronological age, or have specifically identified needs. This SRB will provide:
- Small group, therapeutic support
  - Low sensory, specialist environment
  - Access to outdoor and wellbeing spaces
  - A sustainable, provision run by Monmouthshire staff enhancing the LA's capacity to provide sufficient additional learning provision for younger learners presenting with complex SEMH needs.
- 5.3. The new SRB will be centrally managed by the Inclusion Service via the Pupil Referral Service (PRS), enabling targeted placements and reintegration pathways. The utilisation of the former Y Fenni school building allows rapid implementation and cost-effective delivery. In the initial phase of its establishment the management and oversight of the provision will be through the corporate team allowing greater oversight and opportunities for evaluation for the authority.

## **6. REASONS:**

The proposal is driven by statutory, financial and educational imperatives:

- 6.1. It secures our statutory duty: The ALN Act requires the authority to keep under review and address insufficiencies in additional learning provision.
- 6.2. It promotes improved educational outcomes: Current arrangements do not provide appropriate environments for learning, wellbeing or promote reintegration for to mainstream learning settings
- 6.3. It secures safeguarding: Increasing complexity and risk requires specialist environments and skilled staff.
- 6.4. Promotes sustainability: Current reliance on external provision is financially and operationally unsustainable.

## **7. RESOURCE IMPLICATIONS:**

- 7.1. All resource implications are being met from within existing and available budget, as detailed below:

### **7.2. Capital costs**

Building adaptations estimated at £92,315 (within £300k ringfenced ALN capital funding for 2026/27).

Additional minor costs for furnishings, sensory space, resources and equipment.

### **7.3. Revenue costs**

Staffing: £110,000 for additional staffing (teacher and teaching assistants) provided within the agreed budget for 2026/27.

Interim costs: For this first five months of this financial year there will be a £503,234 cost for the continuation of ALN Bespoke provision until the opening of the provision.

#### **7.4. Costs associated with the non-disposal of the Y Fenni site**

In June 2022 Full Council determined that it wished to progress the development of the new King Henry VIII all-through school. As a part of that decision, it was resolved that the site of the Y Fenni school should be disposed of when the school was relocated to its new site (the former Deri View Building). This paper seeks Cabinet's agreement to set aside that disposal for a period of 5 years to allow a full and proper assessment of the provision and its continuing need.

#### **7.5. Ongoing building costs:**

Approx. £90,000 per annum (utilities, maintenance, cleaning).

#### **7.6. Financial benefits**

Reduced reliance on:

- External Alternative Provision providers (£1.0 m projected annually).
- Out-of-county and independent placements (£2.1m)

7.7. This cost avoidance, instigated through an "invest to save" model of local capacity building will not negate the need for provision, but it will be more cost effective and within our control and direction.

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

8.1. Equalities: Improves access to appropriate education for vulnerable learners with SEMH and neurodivergent needs

8.2. Safeguarding: Provides safer, controlled environments for pupils presenting with high-risk behaviours

8.3. Wellbeing: Supports mental health, emotional regulation and engagement in learning

8.4. Sustainability: Reduces travel and reliance on distant placements

8.5. Corporate parenting: Strengthens provision for the most vulnerable learners, including those at risk of exclusion

The proposal aligns with long-term prevention, early intervention and inclusion principles.

### **9. CONSULTEES:**

- MCC Inclusion Service including the Educational Psychology Service and Education Support Team
- Cysgod Y Coed (PRS) Senior Leadership Team and Management Committee
- Head of Landlord Services
- CLSE Directorate Management Team
- MCC Senior Leadership Team
- MCC Cabinet

### **10. BACKGROUND PAPERS:**

- CLSE DMT Paper, Spring 2025 - Inclusion Service Summary re: the need for more sufficient provision for learners presenting with social, emotional and mental health (SEMH) needs.
- Business Cabinet Paper, December 2025 - Proposal for SEMH Provision
- Business Cabinet Paper, February 2026 - Update on Proposal for SEMH Provision
- Business Cabinet Paper, May 2026 – Update on costs to adapt Ysgol Y Fenni to develop a specialist resource base (SRB) for learners with social, emotional and mental health (SEMH) needs.
- Estyn Report, February 2026

#### **11. AUTHORS:**

Dr Morwenna Wagstaff, Head of Service: Inclusion  
Will McLean, Strategic Director CLSE

#### **12. CONTACT DETAILS:**

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# Integrated Impact Assessment Template

(incorporating Equalities, Socio-economic Duty, Future Generations, Welsh Language Measures, Corporate Parenting)

<p><b>Name of the Officer</b> Morwenna Wagstaff</p> <p><b>Phone no:</b> 01633 644032 <b>E-mail:</b> MorwennaWagstaff@Monmoutshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To make use of an existing MCC school site to develop specialist provision for children with social, emotional and mental health needs (SEMH).</p>
<p><b>Name of Service area</b></p> <p>Inclusion Service, Children, Learning, Skills and Economy (CLSE)</p>	<p><b>Date</b></p> <p>29<sup>th</sup> May 2026</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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<p><b><u>Protected Characteristics</u></b></p>	<p><b>Describe any positive impacts your proposal has on the protected characteristic</b></p>	<p><b>Describe any negative impacts your proposal has on the protected characteristic</b></p>	<p><b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>Age</b> <i>Consider the impact on our community in relation to age, e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.</i></p>	<p>The provision will focus on primary aged learners and support them to be able to return to a suitable school environment.</p> <p>This is an identified insufficiency in our review of additional learning provision, as provision for this identified group of learners exists at secondary phase of education through a school based alternative provision model.</p>	<p>None identified at this stage.</p>	<p>N/A</p>

<u>Protected Characteristics</u>	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?
<p><b>Disability</b>  <i>Consider the impact and what issues there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this; producing information in alternative formats, employment issues etc.</i></p>	<p>Children with disabilities (specifically those with needs in the areas of SEMH and neuro-divergence), as defined by law, living in Monmouthshire, will benefit from having suitable education provision within Monmouthshire, which promotes their learning and wellbeing.</p>	<p>None identified at this stage.</p>	<p>N/A</p>
<p><b>Gender reassignment</b>  <i>Consider the provision of inclusive services for transgender people and groups. Also consider what issues there are for employment and training.</i></p>	<p>The provision will promote equality and diversity for all children placed within the provision, this includes suitable facilities.</p>	<p>None identified at this stage.</p>	<p>N/A</p>
<p><b>Marriage or civil partnership</b>  <i>Same-sex couples registered as civil partners have the same rights as married couples and must be provided with the same benefits, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. Consider the impact of your proposal on these rights.</i></p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>Pregnancy or maternity</b> <i>A woman is protected from discrimination during her pregnancy, maternity leave and 26 weeks from the day she gives birth. Including the provision of services, goods and facilities and recreational or training facilities. Consider the impact of your proposal on these protections.</i>	N/A	N/A	N/A
<b>Race</b> <i>What will the proposal do to promote race equality with the aim of eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between different racial groups. Think about the potential to affect racial groups differently. Possible issues include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveler, migrant communities and recording of racist incidents etc.</i>	The provision further promotes inclusion for all learners in vulnerable groups and equality for opportunity for all. The development of this environment supports the promotion of good relationships between all racial groups. Where necessary translation and interpretation services will be provided to ensure equal access to those who are identified to access this provision.	None identified at this stage.	N/A
<b>Religion or Belief</b> <i>Consider the impact 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>	The provision will foster tolerance and acceptance that stems from promoting person-centered practice.  This includes appropriate curriculum development to support acceptance and understanding.	None identified at this stage.	N/A

<u>Protected Characteristics</u>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>Sex</b> <i>Consider what issues there are for men and women. Will this impact disproportionately on one group more than another e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues.</i>	The the development of this provision is of equal benefit to both male and female children and employees.	None identified at this stage.	N/A
<b>Sexual Orientation</b> <i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbia, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	Principles embedded in the Inclusion Strategy will be applied to ensure that this provision will respond appropriately and sensitively to any gender orientation issues that children / young people may present with.	None identified at this stage.	N/A

## 2. The Socio-economic Duty

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.

*Socio-economic disadvantage can be defined as living in less favorable social and economic circumstances than others in society. It also includes social justice, which is about reducing inequalities by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential.*

**Consider how the proposal could affect the following vulnerable groups:**

Armed Forces Community (including veterans)

Students

People who have experienced the asylum system

Single parents

People living in the most deprived areas

People involved in the criminal justice system

Vulnerable families

Pensioners

Single adult households

Homeless People

Carers

People misusing substances

<u>Socio-economic Duty</u>	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 from socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio-economic disadvantage?
<p><i>Think of what evidence 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></p>	<p>The principles of the Inclusion Strategy applied to the provision actively promote strategies and approaches that address children who are experiencing socio-economic disadvantage and who have ALN.</p> <p>Development of this provision will support reducing inequalities and have a positive impact on these groups of children in terms of social and academic outcomes.</p>	<p>None identified at this stage.</p>	<p>N/A</p>

### 3. Policy making and the Welsh language

*What are 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? How could positive effects be increased, or negative effects be mitigated? 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.*

<b>How does your proposal impact on the following aspects of the <a href="#">Council's Welsh Language Standards</a>:</b>	<b>Describe the positive impacts of this proposal</b>	<b>Describe the negative impacts of this proposal</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts</b>
<b>Policy Making:</b> <i>Consider what impact this policy decision will have on the Welsh Language. This includes opportunities for people to use the language, opportunities to promote the language and treating the language no less favourably than the English language. Include any data and evidence e.g. WESP, Census Data, Cymraeg 2050, Welsh Language Strategy.</i>	<p>The provision reflects the priorities around the Welsh language as reflected in the ALNET legislation.</p> <p>All policy information will be available through the medium of Welsh.</p>	<p>N/A</p>	<p>N/A</p>
<b>Operational:</b> <b>Recruitment &amp; Training of workforce</b> <i>Carefully consider whether vacant posts require Welsh language skills as a desirable or essential skill. This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also, when assessing the need for Welsh language skills keep in mind the existing Welsh language skills within the workforce. In service areas where there is a current lack of Welsh language skills, posts should be advertised as Welsh language essential. Additionally, consider where further training may be needed to increase the number of staff who can speak Welsh and to enhance the skills of current Welsh speakers.</i>	<p>Recruitment to posts in the Inclusion Service always includes the ability to communicate in Welsh as desirable in the job descriptions. Staff are made aware of the opportunity to learn Welsh through MCC supported training.</p>	<p>We have limited officers within the Inclusion Service who currently speak Welsh.</p>	<p>Opportunities for staff working within the Inclusion Service to learn Welsh are optimised.</p>
<b>Service Delivery:</b> <b>Use of Welsh language in service delivery</b> <i>When advertising our services you must promote the fact that people can deal with the council in Welsh by</i>	<p>Parents/carers are informed that they can access relevant services in Welsh. All written communications are available in Welsh. All information on the website is available in Welsh and English.</p>	<p>The capacity to deliver all aspects of Inclusion service support through Welsh are limited.</p>	<p>Where possible, we utilise Welsh speaking officers to deliver the Welsh additional learning provision identified through Individual Development Plans.</p>

<p>phone, email, twitter, Facebook, letters, forms, website transactions etc.</p>	<p>The additional learning provision identified in Individual Development Plans as requiring delivery through the medium of Welsh will be secured in Welsh where possible.</p>		<p>We ensure our materials/ resources are all translated into Welsh and available to all.</p>
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**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!




<p><u>Well Being Goals</u></p>	<p><b>Describe the positive impacts the proposal has on the wellbeing goal.</b></p>	<p><b>Describe the negative impacts the proposal has on the wellbeing goal.</b></p>	<p><b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<p><b>A prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises global limits and uses resources efficiently (including acting on climate change); a skilled and well-educated population in an economy which generates wealth and provides jobs.</i></p>	<p>The development of this provision will contribute to the efficient use of resources by creating impactful provision that will keep children with SEMH needs in county, therefore decreasing the use and number of out of county specialist places and wider commissioned alternative providers.</p>	<p>None identified at this stage.</p>	<p>N/A</p>
<p><b>A resilient Wales</b>  <i>Maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</i></p>	<p>Keeping children with complex additional learning needs in the area of SEMH and neuro-divergence within Monmouthshire, and close to their communities will reduce transport times and costs. This will have a positive impact in relation to reducing emissions and promoting active travel.</p>	<p>None identified at this stage.</p>	<p>N/A</p>
<p><b>A healthier Wales</b>  <i>People's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</i></p>	<p>Promoting a more inclusive culture through access to specialist provision within Monmouthshire, which has links with mainstream schools and communities, will have a positive</p>	<p>None identified at this stage.</p>	<p>N/A</p>

<u>Well Being Goals</u>	<b>Describe the positive impacts the proposal has on the wellbeing goal.</b>	<b>Describe the negative impacts the proposal has on the wellbeing goal.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	impact on the wellbeing of children with additional learning needs and their families.		
<b>A Wales of cohesive communities</b> <i>Communities are attractive, viable, safe and well connected</i>	The development of this provision contributes to a cohesive, inclusive model of education which ensures that more of our children with additional learning needs can access provision within Monmouthshire and have their needs effectively met.	None identified at this stage.	N/A
<b>A globally responsible Wales</b> <i>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</i>	More local provision will mean a likely reduction in distances travelled, thereby contributing to a reduction in harmful nitrogen dioxide emissions.	None identified at this stage.	N/A
<b>A Wales of vibrant culture and thriving Welsh language</b> <i>Promotes and protects culture, heritage and the Welsh language, and participation in the arts, and sports and recreation</i>	The development of this promotes and supports the opportunity for more children with ALN to follow the Curriculum for Wales, to learn Welsh and be encouraged to participate in sport, art and recreation related to Welsh culture.	None identified at this stage.	N/A
<b>A more equal Wales</b> <i>People can fulfil their potential no matter what their background or circumstances. (This includes the protected characteristics listed in Section 1 above. You can add more detail there. Don't forget to</i>	The development of this provision reduced insufficiencies in school provision to meet ALN and therefore promotes equal and inclusive educational provision for children with	None identified at this stage.	N/A

<u>Well Being Goals</u>	Describe the positive impacts the proposal has on the wellbeing goal.	Describe the negative impacts the proposal has on the wellbeing goal.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<i>think about the impacts on poverty)</i>	disabilities/ ALN regardless of their background or circumstances.		

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

<u>Sustainable Development Principles</u>	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>Page 135</p> <p><b>Long Term</b></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>Development of a suitable environment for SEMH provision demonstrates an investment in equality of opportunity for Monmouthshire children with ALN through access to suitable provision within Monmouthshire which will support improved engagement in learning, attendance and reduced exclusions. In the longer term this will have an impact on learner outcomes and positive engagement in education.</p>	<p>None identified at this stage.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
 <p>Working together with other partners to deliver objectives</p> <p><b>Collaboration</b></p>	<p>Developing this provision will involve working closely with a range of partners in schools and other services to deliver improved educational facilities, targeted interventions and to ensure better access to specialist provision for children with ALN.</p>	<p>Working with social care and health to ensure wider support for families of these children to positively impact their lives outside of school.</p>
 <p>Involving those with an interest and seeking their views</p> <p><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><b>Involvement</b></p>	<p>The principle stakeholders are parents/carers of children with ALN. Other stakeholders include the Cysgod Y Coed staff and its Management Committee, schools, governing bodies, social care and health services. The Participation Policy sets out the ways in which the Inclusion Service will gain the views of these groups.</p>	<p>Continued engagement with all stakeholders to review and refine the provision and its impact.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>	<p>The Inclusion Service is committed to the development of more local specialist provision. This investment will improve existing provision and provide more local specialist educational environments for children with complex needs. This will help prevent waiting lists for specialist provision and possible requests for expensive specialist out of county provision or provision through alternative providers.</p>	<p>Continued forecasting work (where possible) to ensure we have the resources to meet the need to allow us to be less reactionary.</p>

<p><b><u>Sustainable Development Principles</u></b></p>	<p><b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b></p>	<p><b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b></p>
<div data-bbox="107 284 286 466" data-label="Image"> </div> <p data-bbox="136 478 264 507"><b>Integration</b></p> <p data-bbox="309 256 607 403">Considering impact on all wellbeing goals together and on other bodies</p> <p data-bbox="309 440 607 539"><i>Focus here on how you will better integrate the Wellbeing Goals impacts</i></p> <p data-bbox="107 547 589 715"><i>on people, economy and environment described above and balance any competing impacts. Think about impacts the proposal may have on other organisations</i></p>	<p data-bbox="633 256 1330 499">More inclusive local provision for children with ALN will have a positive impact on the health and well-being of children with complex needs living in Monmouthshire as they will have access to more local specialist provision that can meet their educational and social emotional needs.</p>	<p data-bbox="1352 256 1626 292">None at this stage.</p>

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p><b><u>Safeguarding</u></b>  <i>Safeguarding in this context applies to children (not yet reached 18th birthday) and adult at risk (identified as a person over the age of 18 and who (a) is experiencing or is at risk of abuse or neglect, (b) has needs for care and support (whether or not the authority is meeting any of those needs), and (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.) Safeguarding is about ensuring that everything is in place to promote the well-being of children and adults at risk, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i></p>	<p>All Inclusion Service staff are guided by Wales Safeguarding Procedures at all times, and the Inclusion Strategy ensures everything necessary is in place to ensure the well-being of children at risk of harm or neglect.</p>	<p>None identified at this stage.</p>	<p>N/A</p>

<p><b><u>Corporate Parenting, Care Leavers and Care Experienced People</u></b></p> <p><i>This relates to those children who are 'looked after' by the Local Authority either through voluntary arrangements with their parents or through a Court Order. The Council has a corporate duty to consider 'children who are looked after especially and to promote their welfare (in a way, as though those children were their own). It also relates to care experienced people (people who have spent time in care when they were under 18 years old). The Council must consider how to help overcome the disadvantages and discrimination they experience.</i></p>	<p>The Inclusion Strategy refers directly to the importance of ensuring the welfare of children who are looked after (CLA) and care experienced as a priority. The Inclusion Service has officers dedicated to supporting CLA and working with other supporting agencies.</p>	<p>None identified at this stage.</p>	<p>N/A</p>
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**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. Key strategies and documents that may help you include: Community and Corporate Plan, Asset Management Strategy, Digital and Data Strategy, Medium Term Financial Strategy, People Strategy, Socially Responsible Procurement Strategy: [Enabling Strategies](#) See Guidance for more examples.*

- Current pupil data – including exclusion data, outcome and progress information captured through person-centered reviews (including pupil and parent/ carer voice)
- Additional Learning Provision Reviews (duty under Chapter 7 of the ALN Code) - primary clusters, out of county specialist provisions and alternative providers
- Analysis of resources allocated to alternative providers commissioned and specialist placements
- Inclusion Service evaluation reports, including the Inclusion Service Business Plan
- PLASC data around SEMH needs
- ALN Data – placement information

**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*

Positive Impacts:

- Addressing an insufficiency in additional learning provision, as identified through the duty on LAs to keep additional learning provision under review (ALNET Act 2018)
- Developing an impactful provision to keep more children in Monmouthshire for their education
- High quality local specialist provision means there is less reliance on expensive, out of county specialist provision and commissioned alternative providers
- Ensuring children have a suitable peer group
- Continued links with mainstream schools
- An inclusive culture advances equality of opportunity between people who share a relevant protected characteristic and those who do not
- An inclusive and tolerant culture fosters good relations between people who share a protected characteristic and those who do not
- High quality specialist provision supports recruitment and retention of highly qualified staff and the development of best ALN practice across specialist settings
- Educating children in vulnerable groups, including those with ALN, close to their communities will result in a reduction in travel time and transport costs and associated pollution

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**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?
Develop a suitable environment for SEMH provision	September 2026	Dr M Wagstaff

**10. VERSION CONTROL:** The Integrated Impact Assessment 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.

<b>Version No.</b>	<b>Decision making stage</b> <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinet etc</i>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Children, Learning, Skills & Economy DMT	29.05.26	

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