

Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 8 February 2017

Notice of meeting:

Children and Young People Select Committee

Thursday, 16th February, 2017 at 2.00 pm,
The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

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

AGENDA

Item No	Item	Pages
1.	Apologies for Absence.	
2.	Declarations of Interest.	
3.	To confirm the minutes of the previous meeting.	1 - 8
4.	Revenue and Capital Monitoring 2016/17 Period 3 Outturn Forecast Statement.	9 - 36
5.	Education Achievement Service (EAS) Business Plan 2017-2020 (First Draft for consultation).	37 - 90
6.	Final Performance Report on Key Stages 4 & 5.	91 - 120
7.	List of actions arising from the previous meeting.	121 - 122
8.	Children and Young People Select Committee Forward Work Plan.	123 - 124
9.	Council and Cabinet Business - Forward Plan.	125 - 146
10.	To confirm the date and time of the next meeting. The next ordinary meeting will be held on 23 rd March 2017 at 2.00pm.	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Jones
P. Farley
D. Blakebrough
P. Clarke
L. Guppy
R. Harris
M. Hickman
D. Jones
M. Powell

Added Members:

Members voting on Education Issues Only

M. Fowler (Parent Governor Representative)
Vacancy (Catholic Church)

Added Members Non Voting

K. Plow (Association of School Governors)
Vacancy (NAHT)
Vacancy (ASCL)
Vacancy (NUT)
Vacancy (Free Church Federal Council)
Vacancy (NASUWT)

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Welsh Language

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

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Public Document Pack Agenda Item 3

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Children and Young People Select Committee held at The Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 12th January, 2017 at 2.00 pm

PRESENT: County Councillor P. Jones (Chairman)
County Councillor P. Farley (Vice Chairman)

County Councillors: D. Blakebrough, P. Clarke, R. Harris, D. Jones, M. Powell

Added Members:

Members voting on educational issues only:

Mr. M. Fowler (Parent Governor Representative)

Non- Voting:

Mr. K. Plow (Association of School Governors)

OFFICERS IN ATTENDANCE:

Will McLean	Head of Democracy, Engagement and Improvement
Joy Robson	Head of Finance/Section 151 Officer
Mark Howcroft	Assistant Head of Finance
Jane Rodgers	Safeguarding Service Manager
Nikki Wellington	Finance Manager
Tyrone Stokes	Accountant
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

APOLOGIES:

Councillors L. Guppy, M. Hickman and E. Hackett Pain

1. Declarations of Interest

There were no declarations of interest made by Members.

2. Public Open Forum

There were no members of the public present.

3. Confirmation of Minutes

The minutes of the Children and Young People Select Committee meeting dated 8th December 2016 were confirmed and signed by the Chair.

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4. Draft Capital Budget Proposals 2017/18 TO 2020/21

Context:

To scrutinise the proposed capital budget for 2017/18 and the indicative capital budgets for the three years 2018/19 to 2020/21.

Key Issues:

Capital Medium Term Financial Plan (MTFP) issues:

- The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- The major component of the capital MTFP for the next few years is the Future Schools Programme. The Council has recently approved further funding for this programme at its meeting on the 20th October 2016.
- There are a number of other areas where there is a commitment to invest. However, the schemes currently sit outside the programme as work progresses to identify the funding requirements. These are:
 - Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme.
 - Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns.
 - Disabled Facilities Grants – the demand for grants is currently outstripping the budget. Work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients.
 - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2017 and so would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs.
 - J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.

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- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.
- In summary, the following other issues and pressures have been identified:
 - Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in Appendix 1 of the report. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
 - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation and looking at alternative delivery models for leisure and culture, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already established, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
 - The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
 - Circuit of Wales – the Authority has undertaken due diligence work on a version of the proposal which concluded not to proceed, the current proposal is being considered by Welsh Government without recourse to Local Authority funding.

Member Scrutiny:

- The future programme for 21st Century Schools relates to the budgets for the approved programme on Future Schools including the new schools at Monmouth and Chepstow and does not include budgets for Chepstow School or King Henry VIII School. In response, it was noted that until the Welsh Government indicates its proposals with regard to Band B, the Authority is unable to provide any information with regard to the development of these schools. However, Monmouthshire County Council is committed to its four schools strategy with regard to the 21st Century Schools Programme.
- In response to Select Committee Member's question regarding the cost of providing 21st Century Schools, it was noted that a report had been presented to Council which had extended the amount of funding that was required for the Monmouth and Caldicot Schools. This funding has been included in the Capital Programme which is half funded by the Authority and half funded by Welsh Government. Therefore, the budget for the two schools has been set and funded. Total cost equates to £49,000,000 for Monmouth School and £41,000,000 for

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Caldicot School. With regard to Monmouth swimming pool, further work was still required and a definitive figure for this proposal was not yet available.

- The overall funding is achieved via part borrowing, part Welsh Government resources and part capital receipts.
- The Budget for Area Management, in the sum of £20,000, could be further reduced or cut in the face of other pressures. It was noted that there is a review of Area Management taking place. Therefore, it had been decided to leave the £20,000 budget in place for the time being until the review had been completed. This decision will be made by Full Council.

Committee's Conclusion:

The Chair summed up as follows:

- She thanked officers for presenting the report.
- The four year capital programme will be reviewed annually and updated and will be scrutinised individually by all four select committees.
- Final Capital budget proposals will be presented to Cabinet and Council in February and March 2017.

5. Draft Budget Proposals 2017/18 for Consultation

Context:

- To scrutinise the draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2017/18, for consultation purposes.
- To scrutinise the 2017/18 budget within the context of the 4 year Medium Term Financial Plan (MTFP) and the emergence of priorities to guide forward activities through Future Monmouthshire.

Key Issues:

The Select Committee scrutinised the Children and Young People Directorate's budget proposals, as outlined in Appendix 3B of the report, which equated to a saving in the sum of £245,461.

Member Scrutiny:

- It was considered that there were no significant pressures identified within the Children and Young People Directorate.

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- It was noted that a year ago it had been assumed that there would need to be an increase in Council Tax in the sum of 4.95%. However, this had been reduced to 3.95%. It was noted that an increase in the Council Tax to 4.5% would eliminate the budget deficit of £243,000 for the whole Council.
- In response to a Select Committee Member's question regarding external and independent challenge, as outlined in paragraphs 3.8 and 3.9 of the report, it was noted that a company was used that had been engaged via the work undertaken through Future Monmouthshire which helped to outline the 2017/18 budget proposals. Working together, a good piece of work was produced and ensured that the Authority was not missing opportunities going forward. This process helped in identifying work that is likely to come on stream in later years.
- In response to a Select Committee Member's question regarding reference to a reduction in expenditure on professional fees, it was noted that this referred to the legal costs associated with some of the processes that are run internally. Officers are looking to ensure that staff have the right skills which will be provided internally.
- In response to questions raised by a Select Committee Member, the Assistant Head of Finance stated that he would provide the member with a copy of the Treasury Management update which is presented to Audit Committee every six months. The net borrowing at the end of this year will be in the region of £88,000,000 which is a variety of loans. The Councils collective rate of borrowing is in the region of 4.5%. However, a number of these loans will be historic in nature and will reflect the fact that interest rates in the past were higher than they are now. Therefore, the combined rate across the Council is in the region of 4.5%. Per year, the Authority is paying back £3.4m in principle and £2.9m external interest.
- The removal of the training budget - It had been considered that the way the training budget was structured in the Directorate could be used more effectively. Therefore, the budget in the sum of £8000 has been removed. Team budgets within the Directorate will now meet the needs of staff training.
- Further savings in Support Services can be achieved by bringing these services together to create savings.
- Early Years Provision saving in the sum of £14,500 – For a period of time there was a double funding arrangement, i.e., funding was received from Welsh Government via a grant. Also, there was funding via the Authority's base budget. This money has now been realised and this service will be funded via the Welsh Government Grant.
- The reduction in the Independent Special Schools Budget in the sum of £50,000 – Through more effective commissioning of places in the independent sector for Monmouthshire's children with Additional Learning Needs, the Authority will be looking to reduce this budget.

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- There has been a reduction in pupil numbers leading to a saving in the sum of £81,000. The Authority will always work to ensure that every school has the appropriate level of funding for the number of children that it has and appropriate staffing levels.
- Reduction in the contribution required by the Education Achievement Service (EAS) in the sum of £13,500 – This came about through discussions with the EAS Board. The EAS recognised that it could reduce its central running costs. This will not have a detrimental effect on schools in that, if a school moves into deficit, the Authority's finance team will provide support via the implementation of recovery plans.
- In response to a Select Committee Member's question regarding schools that increase their numbers of pupils on roll, it was noted that the £81,000 is a reduction in the quantum that goes into the formula.
- The extent of the 21st Century Schools Programme represents a significant investment and the Authority is aware that this programme needs to be delivered on time and within budget. The benefits to the children with regard to this investment will be seen in due course.
- The Authority has been better funded this year than expected and even within this better settlement, the Authority has only been able to flat line monies to schools. That means that if there were to be a worse settlement next year, it is incumbent on the Authority to take the leadership role with Monmouthshire's schools to ensure that they understand where their costs are and how best they may be minimised across all of the school system to ensure that they are able to deliver the level of teaching and learning that the Authority expects.
- It is anticipated that the Authority will have to find different ways to work with regard to schools and be ready to work more collaboratively in the future.
- The Mounton House restructure refers to the catering staff which are employed by the catering unit and not the school. This matter refers to how meals are provided.
- In response to a Select Committee Member's question, it was noted that under the three year delivering excellence plan, the Children's Social Services Section was looking to achieve an appropriate staffing structure, reducing the use of agency staff, improving service offers and reducing reliance on external placements. Therefore, bringing Children's Services to function within its means.
- All of the savings proposals for Social Care and Health are centred on Adults Services. With regard to Children's Services, 2017/18 will be a time in which to consolidate and take stock. Budgets are being re-aligned in line with the three year delivery excellence plan.

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- It was acknowledged that pressures bring uncertainty and it is true to say that throughout the Authority stress related illness is increasing. The ongoing situation is challenging for all settings. Therefore, the Authority is working with schools in a positive, proactive way to help them minimise the impact on their teaching staff.

Committee's Conclusion:

The Chair summed up as follows:

- She thanked officers for presenting the report.
- All Cabinet Members should be invited to the Joint Select Committee meeting on 31st January 2017.
- Appendices of related issues to be attached to the report relating to the specific directorate.

6. List of actions arising from the previous meeting

We received and noted the list of actions that had been completed arising from the Children and Young People Select Committee meeting held on 8th December 2016.

In doing so, it was noted that Nick Ramsay, AM, had attended a forum meeting within Children's Services in November 2016, in which the lack of funding in children's services was discussed. The Finance Manager stated that she will release the minutes of this meeting in due course.

7. Children and Young People Select Committee Forward Work Plan

We resolved to receive the Children and Young People Select Committee Forward Work Plan. In doing so, the following points were noted:

- A Joint Select Committee meeting of all four select committees will be held on 31st January 2017 to scrutinise the budget proposals.
- A special meeting of all four select committees will be held on 27th February 2017 at 2.00pm to scrutinise the Alternative Service Delivery Model.
- A Joint Select Committee meeting of the Children and Young People Select Committee with the Adults Select Committee will be held on the 6th February 2017 at 10.00am to scrutinise the draft Population Needs Assessment for Monmouthshire.
- An ordinary meeting of the Children and Young People Select Committee will be held on Thursday 16th February 2017 at 2.00pm. The following reports will be added to the agenda for this meeting:

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- The final performance report for last year regarding Key Stages 4 and 5 figures.
- The Education Achievement Service's Business Plan for 2017/18.

8. Council and Cabinet Business - Forward Plan

We resolved to receive the Council and Cabinet Business Forward Work Plan and noted its content.

9. Next meeting

The next ordinary meeting will be held in the Council Chamber, County Hall, Usk, on Thursday 16th February 2017 at 2.00pm.

The meeting ended at 3.16 pm

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2016/17 PERIOD 3 OUTTURN FORECAST STATEMENT
DIRECTORATE	Resources
MEETING	Children & Young People Select Committee
DATE	16th February 2017
DIVISIONS/WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 3 which represents month 9 financial information for the 2016/17 financial year
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Cabinet notes the extent of forecast revenue underspend using period 3 data of £79,000, an improvement of £919,000 on previous reported position at period 2.
- 2.2 That Cabinet expects Chief Officers to continue to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from at quarterly cycles.
- 2.3 That Cabinet appreciates the extent of predicted schools reserve usage, its effect of forecast outturn reserve levels and the related anticipation that a further 6 schools will be in a deficit position by end of 2016-17.
- 2.4 That Cabinet considers the capital monitoring, specific over and underspends, and importantly that Cabinet recognises the risk associated with having to rely on a use of capital receipts in the year of sale and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.
- 2.5 That Cabinet approves an additional investment of £30,000 into the Disabled Facilities Grant capital budget in order to respond to demands being placed on the current programme, funded by a virement from existing Highways Maintenance and Access for All budgets.
- 2.6 That Cabinet approves a £30k increase to Woodstock Way linkage scheme afforded by an equivalent underspend to another area improvement scheme (Abergavenny).

3. MONITORING ANALYSIS

3.1 Revenue Position

3.1.1 Revenue budget monitoring information for each directorate's directly managed budgets is provided together with information on corporate areas.

3.1.2 Responsible Financial Officer's Summary of Overall Position Period 3 (Month 9)

Given the positive feedback received at month 6, the revised format has been retained. There has been a further change to the reporting of reserve funded expenditure that Directorate advocate will not be incurred in the current year. So traditionally where a Directorate is proposing a slippage in reserve funded expenditure this has been shown as a saving to their Directorate and a cost to Appropriations. Having reserve funded underspends in Directorates can reduce the visibility of real overspends. So in order to improve transparency, the budgets in Directorates have been adjusted downwards together with the funding from reserve budget, and will instead be added back next year. This does provide a clearer position for management teams, SLT and Members but will show unfavourably against month 6 position which was forecast using the traditional approach.

Table 1: Council Fund 2016/17 Outturn Forecast Summary Statement at Period 3 (Month 9)	Budget Reported @ month 6	Budget Virements & Revisions made during Period 3	Revised Annual Budget @ Month 9	Annual Forecast @ Month 9	Equivalent Forecast Over/ (Under) spend @ month 9	Forecast Over/ (Under) spend @ month 6	Variance in Forecast since month 6
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	6,925	91	7,016	6,916	(100)	(185)	85
Children Services	9,839	(35)	9,804	10,388	584	456	128
Community Care	20,624	0	20,624	21,218	594	888	(294)
Commissioning	1,543	0	1,543	1,450	(93)	(46)	(47)
Partnerships	347	0	347	347	0	0	0
Public Protection	1,460	0	1,460	1,457	(3)	(23)	20
Resources & Performance	911	0	911	914	3	(20)	23
Total Social Care & Health	41,649	56	41,705	42,690	985	1,070	(85)
Individual School Budget	43,308	(84)	43,224	43,258	34	0	34
Resources	1,508	0	1,508	1,504	(4)	309	(313)
Standards	5,066	0	5,066	5,206	140	50	90
Total Children & Young People	49,882	(84)	49,798	49,968	170	360	(189)
Business Growth & Enterprise	1,365	(337)	1,028	1,053	25	16	9
Planning & Housing	1,462	(100)	1,362	1,182	(180)	(233)	53
Tourism Life & Culture	2,993	(91)	2,902	3,350	448	396	52
Youth	0	0	0	0	0	0	0
Total Enterprise	5,819	(528)	5,291	5,585	294	180	114
Governance, Engagement & Improvement	4,439	181	4,620	4,642	22	(28)	50
Legal & Land Charges	448	0	448	418	(30)	(30)	0
Operations	16,922	0	16,922	16,770	(152)	66	(218)
Total Chief Executives Unit	21,808	181	21,989	21,830	(160)	8	(168)

**Table 1: Council Fund
2016/17 Outturn Forecast
Summary Statement at
Period 3 (Month 9)**

	Budget Reported @ month 6	Budget Virements & Revisions made during Period 3	Revised Annual Budget @ Month 9	Annual Forecast @ Month 9	Equivalent Forecast Over/ (Under) spend @ month 9	Forecast Over/ (Under) spend @ month 6	Variance in Forecast since month 6
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Finance	2,277	(35)	2,242	2,141	(101)	(29)	(72)
Information Communication Technology	2,310	61	2,371	2,370	(1)	69	(70)
People	1,425	38	1,463	1,563	100	100	0
Place	(646)	(76)	(722)	(512)	210	145	65
Total Resources	5,367	(12)	5,355	5,562	207	284	(77)
Precepts and Levies	16,484	0	16,484	16,488	4	4	0
Coroners	80	0	80	100	20	20	0
Gwent Joint Records	183	0	183	182	(0)	(0)	0
Corporate Management (CM)	186	0	186	661	475	1	474
Non Distributed Costs (NDC)	726	0	726	834	108	98	10
Strategic Initiatives	634	0	634	194	(440)	0	(440)
Office furniture & equipment	(0)	0	(0)	0	0	0	0
Insurance	1,218	0	1,218	1,144	(74)	(59)	(15)
Total Corporate Costs & Levies	19,511	0	19,511	19,603	92	63	29
Net Cost of Services	144,035	(387)	143,648	145,238	1,590	1,966	(376)
Attributable Costs – Fixed Asset Disposal	95	0	95	111	16	54	(38)
Interest & Investment Income	(55)	0	(55)	(73)	(18)	(6)	(12)
Interest Payable & Similar Charges	3,496	0	3,496	2,941	(555)	(540)	(15)
Charges Required Under Regulation	3,427	0	3,427	3,373	(54)	(17)	(37)
Contributions to Reserves	105	0	105	108	3	0	3
Contributions from Reserves	(2,404)	387	(2,017)	(2,017)	(0)	263	(263)
Appropriations	4,664	387	5,051	4,443	(608)	(245)	(362)
General Government Grants	(63,567)	0	(63,567)	(63,567)	0	0	0
Non-Domestic Rates	(27,981)	0	(27,981)	(27,981)	0	0	0
Council Tax	(63,411)	0	(63,411)	(64,061)	(650)	(530)	(120)
Council Tax Benefits Support	6,258	0	6,258	5,849	(409)	(349)	(60)
Financing	(148,701)	0	(148,701)	(149,760)	(1,059)	(879)	(180)
Budgeted contribution from Council Fund	2	0	2	0	(2)	(2)	0
Net Council Fund (Surplus) / Deficit	(0)	0	(0)	(79)	(79)	840	(919)

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

Net Council Fund Surplus	2016-17	2015-16	2014-15
	£'000	£'000	£'000
Period 1	1,511 deficit	867 deficit	219 deficit
Period 2	839 deficit	1,066 deficit	116 deficit
Period 3	79 surplus	162 deficit	144 deficit
Outturn		579 surplus	327 surplus

3.1.4 Overall this is a considerably improved position is anticipated against month 6, and interestingly the deficit level at month 9 monitoring is marginally better than the equivalent positions in previous years, despite it feeling increasingly harder to positively influence forecast outturn. The improvements continue to significantly be affected by council tax receipts and treasury improvements, and net cost of services still shows a £1.6m financial deficit largely from the longstanding social care challenge, although this does exhibit an improving trend during the year but which is highly influence by additional external and health based awards.

3.1.5 In providing a balanced perspective, there are tangible improvements in net cost of services deficit of £376k since month 6, which is encouraging given the changed approach towards reserve funded slippage which has reduced Directorate budgets by £387k. Had that been taken out at month 6 (so comparing like with like), the net cost of services exhibited a favourable £763k swing between month 6 and 9. Directorates continue to report reviewing the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 9 onwards.

3.1.5 A summary of main pressures and under spends within the Net Cost of Services Directorates include,

3.1.6 Stronger Communities Select Portfolio (£1,528k net underspend)

- Chief Executives Unit (£160k underspend)

Legal division exhibit the same level of underspend as month 6 of £30k. Governance, engagement and improvement forecast a deficit of £22k, which is worsening of £50k on month 6 largely symptomatic of a worsening position with community Education, caused by further decline in franchise income. Conversely Operations exhibits £218k improvement on month 6 and is now a predicted £152k surplus, largely through the reduction in SWTRA deficit by £100k, procurement savings of £15k and increase in waste/streetscene surplus. The position for each of main Operations areas is as follows, Highways £150k deficit (all SWTRA related), Property and Procurement £80k surplus (importantly the service has resolved the large deficit in schools catering it received from CYP Directorate when the service moved), Passenger Transport £25k deficit (despite presuming to bill Eisteddfod £104k worth of costs), Transport administration breakeven, Waste and Streetscene £241k surplus..

- Resources Directorate (£207k overspend)

An underspend in Finance Division costs of £101k, predominantly predicted savings in housing benefit and council tax administration. IT shows a significantly improved position since month 6, now effectively forecasting to breakeven with reduction in equipment costs compensating for the delay in commercialising and selling our developed Social Care application. People division continue to forecast an overspend of £100k, due to the delays with implementing the Training budget mandate (£50k) and take up of Flexible benefits being negligible against a target saving mandate of £50k. Place division forecast an overspend of £210k, £135k of which is the result of delays in meeting previously agreed income targets in the sustainability budget (£84k), and £62k overspend in respect of Markets, a mixture of increased costs in association with Borough Theatre, and a shortfall in income against income targets. The remainder £75k is a result of an unachievable mandate for the commercialisation/optimisation of Enterprise Assets that has recently transferred to

the new Directorate. This pressure has been identified and built into 2017-18 budget proposals going forward.

- Corporate (£92k overspend)

There is an excess of net pension strain costs (£108k) caused by past and current redundancy decisions. Corporate management exhibits a £475k overspend caused predominantly by a shortfall in reimbursement in rating appeals forecast as £140k deficit, miscellaneous write off of unrecoverable debts £47k, £318k of employment tribunal settlement costs against which a caveated use of reserves was agreed by Cabinet at month 6, Coroner costs being higher than budgeted (£20k overspend), offset by Insurance underspend of £74k. Strategic initiatives evidences an underspend of circa £440k. This budget relates to living wage uplift (£184k) and our creation of redundancy budget (£450k). The actual resulting costs sit in individual Directorates through the year, to be absorbed/mitigated in first instance. However to avoid double counting of such costs and appreciating ultimately they may fall to the corporate budget, the corporate budget is artificially adjusted so that it is self-balancing with Directorate costs. Excluding schools the Council has incurred £256k redundancy costs to date, and monitoring assumption for living wage uplift remains at budgeted level.

- Appropriations (£608k underspend)

Caused predominantly by a net £627k saving in treasury/borrowing costs from active treasury management and utilising recurrent short term borrowing as an alternative to taking out more expensive long term borrowing. Net borrowing costs are also favourably affected by any delay in the timing of expenditure that has not already been factored into the budget calculations e.g. capital (of net £42.5m capital budget only net £25m has been incurred at month 9), and using receipts as more cost effective temporary internal borrowing.

- Financing (£1,059k underspend)

The net effect from an excess of Council tax receipts and less than anticipated Council tax benefit payments

RESOURCES DIRECTOR CONTEXT & COMMENTARY

The Directorate is carrying a number of significant in-year pressures brought about by budget mandates that had been further developed but that have not been able to deliver the intended level of savings. Whilst many of these pressures have now removed as part of the 2017-18 budget proposals the Directorate continues to place downward pressure on expenditure and has been successful in further reducing the over spend to £207k. This is aided by an improved housing benefit subsidy position which in itself remains volatile. Further efforts will continue to be made to across the Directorate to reduce the over spend going into year-end.

HEAD OF OPERATIONS CONTEXT & COMMENTARY

The third quarter shows a move from a half year projected overspend of £69,999 to an underspend of £152,076. Obviously this is a welcome trend in support of achieving a corporate balanced, or ideally underspend, position.

The main contributors towards the underspend are discussed below:

Waste and Street Services – although the employer's funding is budgeted for some employees (both waste and grounds staff) continue to decline to take up the option of an occupational (superannuation) pension resulting in a saving on the employer's contribution. The Project Gwyrdd annuity offers a saving in early years although this will reverse in future years and additional budget provision will be required. Grounds trading has increased, particularly for play equipment installation so income has improved accordingly.

Property and Facilities Management – property and office maintenance are being managed to provide an underspend and it is pleasing to see that schools catering and cleaning are both balancing in this year having struggled to do so in recent years.

Public and schools transport - forecasting a small overspend of £25,000 which will be managed in the Operations out turn overall.

County Highways and SWTRA – The month 6 position suggested a £250,000 budget pressure due to the new SWTRA agreement changing dramatically the financial forecast from the underspends in previous years. As the new agreement unfolds the position is becoming clearer which, along with works for other local authorities indicates that the overspend for this area may be revised to £150,000. The winter so far has seen pre-salting runs being undertaken but no major response to poor weather. Nevertheless it is worth noting that the risk remains that bad weather would see extra costs being incurred.

3.1.7 Economy & development Select Portfolio (£291k net overspend)

- Enterprise Directorate (£294k net overspend)

Business growth and enterprise is incurring a forecast overspend of £25k, predominantly reflective of the net deficit in Youth Services that has moved from CYP Directorate within the year.

Planning & Housing (£180k underspend) – Development control exhibits a deficit of £43k through reduced development and income activity, conversely development plans area exhibits £201k surplus, which is rather artificial as the saving is largely resultant from Local development plan (LDP) costs being deferred which will instead crystallise next year in addition to next years annual budget. Currently these savings are presupposed to assist with overall Enterprise Directorate bottom line. Housing exhibits a £21k underspend which is a mixture of net one off grant received in homelessness and an excess of income in lodging scheme being above occupation assumptions.

Tourism, leisure & culture (£448k overspend) - Countryside exhibit an underspend of £30k from part vacancy and extra grant funding. There is a £221k overspend in respect of Cultural services, of which the main pressure is Caldicot Castle (£122k), Old Station (56k) and Museums (43k) as a result of unmet mandate savings. Leisure services anticipate £81k overspend, largely the consequence of forecast imbalance in the Events function (£67k) caused in part by costs of Events team in facilitating Eisteddfod exceeding the agreed recharge, the remainder reflects a redundancy in Leisure which is anticipated to be picked up by the Council's corporate reserve budget. Tourist Information Centres indicate a £79k overspend due the service being run above the level presumed by saving levels volunteered by the Directorate for this service. Youth services are a recent addition to Enterprise Directorate, and have been absorbed in part between Business Growth and Enterprise sub division and Tourism Leisure and Culture subdivision. It was received from CYP with a significant inherent deficit and whilst this deficit is still £96k deficit, this is an improvement of £51k on month 6 position.

- Social Care & Health (£3k underspend)

Public Protection (£3k underspend) – miscellaneous minor underspends on £1.5million expenditure budget

ENTERPRISE DIRECTOR'S CONTEXT & COMMENTARY (in absentia)

The Directorate continues to drive a progressive agenda of change brought about by the need to re-engineer services and put them on a more sustainable footing whilst continuing to deliver ambitious mandated savings. All of this is happening in tandem with lead responsibility for Future Monmouthshire and so balancing resources to manage today, whilst preparing for tomorrow is a challenge, but equally an opportunity we must continue to vigorously pursue.

Continuing cost pressures remain around planning, leisure, museums and culture, and whilst we are generating more income than ever – it remains insufficient in meeting annually uplifted targets. This reflects some of the issues we're experiencing whereby the current service formats, mean we have

saturated the markets available to us and in its current form it is not feasible to charge premium rates. This position, which will not change as things currently stand, is now a driver underpinning exploration of alternative delivery vehicles and the Future Monmouthshire programme.

Whilst the Eisteddfod was a tremendous success, showcasing our county and delivering huge benefits it also took considerable time and focus of teams which as a consequence and as a one off has resulted in additional costs being incurred and notably by the Events function. I am pleased to see that the Youth Service, whilst still exhibiting an over spend continues to drive towards a more sustainable model of delivery.

The directorate continues to explore opportunities to drive further savings and remains hopeful that the forecast position will improve further in assisting the Authority's current over spend position.

3.1.8 Adult Select Portfolio (net £398k overspend)

- Social Care & Health

Adult Services (£100k underspent) – the net effect of secondments and intermediate care funding sustaining services, a saving of £53k has resulted from the My Day review, which compensates in part for a short term staffing pressure at Severn View of £80k, and redundancy costs of circa £73k in respect of Mardy Park.

Community Care (£594k overspend) – this area has now overtaken Children's Services as the most significant financial challenge affecting Social Care Directorate. The net pressure is caused by £110k flip in Community Learning Disability Costs since month 6 to now be £83k deficit, adding to continued care package demands predominantly within the Chepstow team and Mental Health Care team, collectively £1.2 million. These are compensated in part by savings within the other 2 teams (£254k), reported Frailty partnership cost underspends (£52k) and net Independent Living and Intermediate Care funding total collectively £100k.

Commissioning (£93k underspend) – predominantly a savings within Drybridge Gardens service area caused by a refund on the last 3 years management agreement and a vacant unit at the site, and a return of historic un-utilised funding from a third party.

Resources (net £3k overspend) – a mix of Finance team and Facilities management savings have compensated in part for addition IT and service strategy costs.

During the report writing process, SCH colleagues volunteered an additional collective £189k improvement cause by adoption of the following monitoring assumptions across Adult and Children Services. There is an additional degree of risk that such savings will be manifest hence wishing to keep separate from the original forecast provided, but they have been reflected in the summary table figures in para 3.1.2 in modelling the consequence.

- 100% Health funding for two Children's cases of £49K
- Not accounting for £30K of LAC panel cases of 12th January which came to light after M9 deadline
- Taking a brave move to assume Health will agree to us retaining the £129.5K new year ICF slippage which we have been trying to get agreement on
- £9K refund from capital for Mardy Park carpark scheme to fund Mardy Park transition work which has yet to be actioned.

SCH DIRECTOR'S CONTEXT & COMMENTARY

There is a projected overspend of £403,000 in Adult Social Care. This is an improving position from the month 6 position by £233,000. There remain significant pressures as a consequence of the demographics, particularly in older adult population and the integrated team in the South

Monmouthshire. These pressures were contained within the service in previous years but the practice change mandate of £628,000 for 2016/17 means that underspends elsewhere are not able to offset the pressures. There are a combination of factors that are causing particular challenges; the complexity of need of people who are very old and frail, an increase in placement numbers as people who are already in residential care placements become the responsibility of the Local Authority when their savings fall below the £24,000 threshold and fragility of both the care home and domiciliary sectors. Intermediate Care Fund investment is being used to partially address pressures; however some of this investment is not yet confirmed as recurring for Monmouthshire. Since the introduction from 1st April 2016 of the new charging regulations issued to Local Authorities under the Social Services and Wellbeing Act, we have an income loss pressure resulting from respite care charges being capped at £60 per week. Recovery plans are in place across adult services and a range of actions are being pursued to accelerate practice change. A detailed service and financial plan is being developed for the next 3 years.

3.1.9 Children & Young People Select Portfolio (net £754k overspend)

- Social Care & Health

Children's Services (net £584k overspend) – whilst this is now no longer the greatest financial challenge within Social care, its pressure has exhibited an upward trend since month 6 of £177k. There are a variety of large value under and overspends within the service, but the volatility can largely be attributed to a forecast increase in external placement costs of £299k, £93k increase in Younger People's accommodation costs with a partly compensatory effect from a reduction in fostering allowances and costs (£180k benefit). Whilst the external placement outturn forecast is breakeven with budget and fostering costs exhibit £39k underspend, Members may wish to keep a close eye on quarterly movement between Fostering and external placements and their interrelationship going forward as any increasing trend of rising external placement costs and reducing foster costs appears a less resilient and sustainable prospect. However individual care package costs and utilisation of appropriate care options will tend to skew financial analysis when viewed in short timeframes so need to be viewed over a more protracted period. Court costs exhibit no activity variance on month 6 and still forecast a net deficit of £118k against budget. Team costs (overspend of £498k) continue to be significantly affected by the extent and use of temporary and agency staff whilst the team seek to recruit and train new directly employed staff.

Youth offending team partnership (breakeven) – whilst it is unusual to highlight a service that is anticipated to have a neutral year end effect. As part of the Select Committee's work programme, Members may wish to understand the considerable effort made by the service to accommodate significantly declining government funding in 2016/17 and into future and how it could foreseeably impact upon sustainability of the service.

During the report writing process, SCH colleagues volunteered a collective additional £189k improvement cause by adoption of the following monitoring assumptions across Adult and Children Services. There is an additional degree of risk that such savings will be manifest hence wishing to keep separate from the original forecast provided, but they have been reflected in the summary table figures in para 3.1.2 in modelling the consequence.

- 100% Health funding for two Children's cases of £49K
- Not accounting for £30K of LAC panel cases of 12th January which came to light after M9 deadline
- Taking a brave move to assume Health will agree to us retaining the £129.5K new year ICF slippage which we have been trying to get agreement on
- £9K refund from capital for Mardy Park carpark scheme to fund Mardy Park transition work which has yet to be actioned.

- Children and Young People (net £170k overspend)

Resources delegated to schools exhibit £34k overspend against budget due to additional support provided by LEA in respect of staffing and IT charges. There is a small underspend of £4k within the Finance team, which compensates in part for the net overspend of £140k in Additional Learning Needs costs reflective of decisions to support pupils within MCC school system (£120k) over budgeted levels and out of County placement costs exceeding budget by £50k. There are £18k redundancy costs with Flying Start provision which will be picked up from Council corporate redundancy pot rather than the grant, with net ALN costs mitigated by vacancy and management savings and a reduction in grant match funding requirements relating to current and previous year.

SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY

There is a projected overspend of £584,000 in Children's Services. The main causes of the overspend are workforce (agency staff remaining in post whilst new staff are recruited), legal fees (representing the level and complexity of court activity) and care leavers accommodation costs. There is positive movement in the placement budget, as the number of looked after children have reduced and a number of control mechanisms have been established such as a Looked After Children admissions panel. This budget remains volatile and could see significant fluctuations if there is an increase in looked after children numbers. Cabinet approved a 3 year service and financial plan for improving Children's Services in July 2016 which includes a financial model that will support Children's Services in managing within its means as practice and commissioning improves.

INTERIM CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY

The Children and Young People Directorate's Month 9 position is a forecasted overspend of £171,000. This is an increased overspend position compared with that of Month 6. The ALN budget continues to remain under significant pressure due to the requirement to support more of our pupils with complex needs out of county, which has led to a further pressure of £25,000 leading to a year end overspend of £50,000. There have been additional costs of £43,000 in the School Resource Action Fund and this area forms a significant percentage of the Directorate's forecasted overspend (expected to be £120,000 at year end). Alongside these overspends recoupment forecasts are lower than expected but it is expected that there will be greater recovery prior to year-end.

Due to the current interim arrangement within the management team of CYP, additional costs have been incurred, resulting in an overspend of £61,000 in this area. Vacancies have been carried to minimise the impact of this cost. We are continuing to work across all areas of spend to reduce the overspend position with a particular focus on managing our Additional Learning Needs budget. This is also a focus of a longer term strategic review which will allow us to meet the needs of children earlier and at a lower cost.

The Directorate will work across all areas of activity to bring down the level of overspend by the end of year.

3.2 SCHOOLS

- 3.2.1 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. Below is a table showing the outturn forecast Schools' balances position based on month 9 projections.

Month 9 movement on reserves

	Opening reserves 2016-17 (Surplus)/Deficit	In Year forecast at Month 6 (Surplus)/Deficit	Difference reported from Month 9 to Month 6 (Surplus)/Deficit	In Year forecast at Month 9 (Surplus)/Deficit	Projected carry forward at year end 2016-17 (Surplus)/Deficit	Notes
Abergavenny cluster						
E003 King Henry VIII Comprehensive	(107,369)	204,459	12,910	217,369	110,000	Significant increase in supply costs due to long term absences and exam fees are considerably higher than budgeted amount.
E073 Cantref Primary	(41,987)	10,113	1,159	11,272	(30,715)	
E072 Deri View Primary	(86,054)	75,037	(15,963)	59,074	(26,980)	Position has improved since Q2 as a result of realignment of grant expenditure.
E035 Gilwern Jnr & Inf	(41,298)	18,238	(1,756)	16,482	(24,816)	
E037 Goytre Fawr Jnr & Inf	(53,920)	22,310	11,009	33,319	(20,601)	IT investment has resulted in an increased in-year spend.
E041 Llanfair Kilgeddin CV Jnr & Inf	(66,824)	66,824	0	66,824	0	
E093 Llanfoist Fawr	(93,790)	62,181	3,397	65,578	(28,212)	
E044 Llantillio Pertholey Jnr & Inf	(37,176)	36,557	(2,955)	33,602	(3,574)	
E045 Llanvihangel Crocorney Jnr & Inf	23,605	5,152	2,219	7,371	30,976	
E090 Our Lady and St Michael's RC Primary School	(30,654)	5,363	(336)	5,027	(25,627)	
E067 Ysgol Gymraeg Y Fenni	(58,741)	23,163	(381)	22,782	(35,959)	
Successful Futures Grant Funding from EAS	0	0	(13,050)	(13,050)	(13,050)	
Caldicot cluster						
E001 Caldicot Comprehensive	(208,860)	203,597	(27,046)	176,551	(32,309)	Improved forecasted position due to anticipated savings against utilities and building maintenance costs due to new school build.
E068 Archbishop Rowan Williams Primary	(84,488)	68,794	(10,949)	57,845	(26,643)	
E094 Castle Park	21,447	26,109	0	26,109	47,556	
E075 Dewstow Primary School	(112,597)	72,219	(195)	72,024	(40,573)	
E034 Durand Jnr & Inf	(60,520)	18,293	(5,688)	12,605	(47,915)	
E048 Magor Vol Aided Jnr & Inf	(56,008)	7,667	21,986	29,653	(26,355)	A number of absences have resulted in increased costs of supply cover.
E056 Rogiet Jnr & Inf	(59,614)	51,948	(20,339)	31,609	(28,005)	Improved position as a result of additional ALN funding being received to support a post already in place. Also donations received to offset premises expenditure which had not previously been forecasted.
E063 Undy Jnr & Inf	(16,641)	(11,102)	26,101	14,999	(1,642)	In-year overspend now being reported as a result of a number of illnesses at the school which have resulted in increased costs of supply cover.
E069 Ysgol Gymraeg Y Ffin	(13,168)	55,697	11,426	67,123	53,955	Staff changes have resulted in an increased overspend position. Class structures have been revisited as part of recovery plan in order to reduce the deficit going forward.
Successful Futures Grant Funding from EAS	0	0	(10,150)	(10,150)	(10,150)	

	Opening reserves 2016-17 (Surplus)/Deficit	In Year forecast at Month 6 (Surplus)/Deficit	Difference reported from Month 9 to Month 6 (Surplus)/Deficit	In Year forecast at Month 9 (Surplus)/Deficit	Projected carry forward at year end 2016-17 (Surplus)/Deficit	Notes
Chepstow cluster						
E002 Chepstow Comprehensive	414,067	(253,758)	7,666	(246,092)	167,975	Small negative variance in comparison to Q2 as a result of increased costs of supply
E091 New Pembroke Primary School	(36,201)	33,497	10,504	44,001	7,800	Position has worsened since Q2 due to increased supply costs to cover a staff absence.
E057 Shirenewton Jnr &	(81,560)	(5,396)	3,770	(1,626)	(83,186)	
E058 St Mary's Chepstow RC Jnr & Inf	(25,386)	32,628	(971)	31,657	6,271	
E060 The Dell Jnr & Inf	(50,266)	35,976	(4,284)	31,692	(18,574)	
E061 Thornwell Jnr & Inf	(2,252)	13,196	28,025	41,221	38,969	Two members of teaching staff on long term absence have led to an increased spend on supply cover. Contract cleaning cost also higher than anticipated - this is being queried with DSO Cleaning. Additional support also required for two ALN pupils and a decision on whether funding will follow is pending.
Successful Futures Grant Funding from EAS	0	0	(8,700)	(8,700)	(8,700)	
Monmouth cluster						
E004 Monmouth Comprehensive	(45,772)	45,772	0	45,772	0	
E032 Cross Ash Jnr & Inf	(51,269)	26,955	(7,257)	19,698	(31,571)	
E092 Kymin View	(18,774)	24,547	2,799	27,346	8,572	
E039 Llandogo Jnr & Inf	11,446	(3,904)	12,027	8,123	19,569	Sickness absences at the school have resulted in increased costs of supply cover.
E074 Osbaston Church In Wales Primary	(37,344)	25,874	3,145	29,019	(8,325)	
E051 Overmonnow Jnr & Inf	19,101	(21,182)	13,886	(7,296)	11,805	Additional supplies and services and costs of increased necessary supply cover have resulted in a deficit now being forecasted - recovery plan meeting will scheduled.
E055 Raglan Jnr & Inf	(18,369)	17,573	499	18,072	(297)	
E062 Trellech Jnr & Inf	(86,281)	23,026	(3,226)	19,800	(66,481)	
E064 Usk CV Jnr & Inf	(71,295)	38,402	1,550	39,952	(31,343)	
Successful Futures Grant Funding from EAS	0	0	(16,600)	(16,600)	(16,600)	
Special Schools						
E020 Mouton House	154,854	0	0	0	154,854	
E095 PRU	(46,208)	0	0	0	(46,208)	
	(1,156,166)	1,055,825	24,232	1,080,057	(76,109)	

3.2.2 6 schools exhibited a deficit position at the start of 2016/17. This is anticipated to rise to 12 by end of 2016-17. Significant volatility is particularly evident at Comprehensive school level, with Caldicot and Monmouth making significant use of their reserves. Conversely Chepstow exhibits good forecast progress against their exacting recovery plan targets for the year, and if their trajectory remains constant they will provide enhanced confidence that they will be able to resolve their deficit position by end of 2017/18 as agreed between Governing Body and LEA.

3.2.3 Collectively school balances at the beginning of the financial year amounted to £1,156,000. The Schools anticipated draw upon balances is forecasted to be £1,056,000 for 2016/17, leaving £76,000 as forecasted closing reserve balances.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17 Forecast	(76)

3.2.4. Anticipated reserve levels have featured as a concern in previous years monitoring, and this year is really no different. This hasn't yet manifested itself as a problem at past year ends due to the receipt of adhoc grants from Education Advisory Service (EAS) late in the year which mitigated the forecast decline in the year end position.

3.2.5 CYP colleagues continue to work with EAS to improve the communication process to reduce this volatility, but ironically that may have an adverse effect on level of reserves to be carried forward, so reserve levels remain a focus for review.

3.2.6 As part of periodic monitoring engagement with CYP Select, the future provision of Recovery plan targets for those in deficit was volunteered, for members to get a better appreciation of whether individual schools were on track with their improvements or otherwise. CYP colleagues have supplied such details in draft, but would like the opportunity to amend in light of recent EAS awards, so as an interim step for month 9 a narrative note has been supplied in relation to significant variance which will for outturn and future be replaced by the revised recovery plan targets agreed with individual schools.

3.2 2016/17 Savings Progress

3.3.1 This section monitors the specific savings initiatives and the progress made in delivering them in full by the end of 2016/17 financial year as part of the MTFP budgeting process. .

In summary they are as follows,

Budgeted Service Savings Mandates Progress 2016/17							
DIRECTORATE	Saving included in 2016/17 Budget	Savings reported achieved month 2	Savings reported achieved month 6	Savings reported achieved month 9	Percentage progress in achieving savings	Delayed savings	Savings not achievable
	£'000	£'000	£'000	£'000	%	£'000	£'000
Children & Young People	600	600	600	600	100%	0	0
Social Care & Health	640	640	12	12	2%	628	0
Enterprise	310	285	285	245	79%	40	25
Resources	544	318	299	260	48%	75	209
Chief Executive's	1,565	1,442	1,442	1,437	92%	85	43
Total Mandated Service Savings 2016-17	3,659	3,285	2,638	2,554	70%	828	277

3.3.2 Forecasted mandated savings are currently running at 70%, down from 72% at period 2, with currently £277,000 being deemed unachievable at the end of month 9, and a further £828,000 unlikely to crystallise in 2016-17.

- 3.3.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.
- 3.3.4 Consequently the savings appendix also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are still reported to be red or amber risk.

3.3.5 **Stronger Communities Select Portfolio**

Resources Directorate

- Mandate A5: Sustainable Energy Initiatives: Expected income targets of £34,000 are unachievable, alternative delivery plan of increased income on property rental portfolio and reduced expenditure on repairs and maintenance proposed
- Mandate B3: Training Services Consolidation: Consolidation of authorities existing training functions and increased revenue streams of £50,000 are unachievable. Alternative delivery plans are being considered.
- Mandate B5a: Community Asset Transfer £60,000: MCC still in discussions over transfer of Chepstow Drill Hall and Melville Theatre. £45,000 of the £60,000 savings contained within the mandate are forecast to be achieved.
- Mandate B5b: Optimisation/commercialisation of assets within Enterprise Division. This mandate was originally wholly with Enterprise Directorate. Responsibility for £75k of £100k was transferred to Resources Directorate recently, but is unlikely to be achieved this close to year end. The mandate has been regarded as unachievable longer term and alongside others is an element of pressures to be accommodated as part of 2017-18 budget process
- Mandate B16: Flexible Employment Options £50,000: Scheme exhibits little demand amongst staff.
- Mandate B18: Strategic Property Review: £21,000 shortfall identified as a failure to achieve Residential Letting Income and the Depot Rationalisation Programme which will take longer than expected.

Chief Executive's Office

- Mandate B11: Senior Leadership Structure Review: Currently £42,700 of the £315,000 mandated savings still to be found. Current structures under review in regard to achieving this further saving.
- Mandate 21: Town & Community Councils: The mandate is currently £60,000 short of the £400,000 in regard to the service collaboration for Tourism (£20k), Museums (£20k), and Public Conveniences (£20k) .
- Mandate A28: Community Hubs: In a change from month 6, the original saving proposal £25,000 will not be achieved in the fashion original presumed by Contact Centre but the Community Hub service overall is still anticipated to break even against budget.

3.3.6 **Economy & Development Select Portfolio**

Enterprise (ENT) Directorate

- Mandate B5 b and c: Community Asset Transfer / Income Generation £25,000 of the original £100,000 relates to revised Leisure income targets. The remaining improvements from optimisation of assets has transferred to Resources Directorate. Neither element is forecast

to be achieved this year, and has been added to the pressures for consideration as part of 2017-18 budget process.

3.3.7 Adult Select Portfolio

Social Care & Health (SCH) Directorate

- Mandate A34. Whilst current year savings were anticipated to be delivered in full at period 1, a revised overspend particularly with Community Care arm of Social Care of £888,000 currently, makes it unlikely to conclude that the practice change mandate of £628,000 is deliverable this financial year.

3.3.8 Children and Young People Select Portfolio

Children and Young People (CYP) Directorate

- Current year savings are anticipated to be delivered in full.

3.4 Capital Position

3.4.1 The summary Capital position as at month 9 is as follows

MCC CAPITAL BUDGET MONITORING 2016-17 AT MONTH 9 by SELECT COMMITTEE						
SELECT PORTFOLIO	Annual Forecast	Slippage Brought Forward	Total Approved Budget 2016/17	Provisional Capital Slippage to 2017/18	Revised Capital Budget 2016/17	Forecasted Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	31,626	39,731	43,243	(11,617)	31,626	0
Adult	95	30	95	0	95	0
Economic & Development	5,224	680	5,280	(50)	5,230	(6)
Strong Communities	8,689	3,243	9,464	(770)	8,693	(4)
Capital Schemes Total	45,634	43,684	58,082	(12,437)	45,644	(10)

3.5 Proposed Slippage to 2017-18

3.5.1 Proposed slippage volunteered at month 9 of £12.4 million mainly relates to Future Schools (£10,303k), The Welsh Medium School (£1,000k), £415k within S106 schemes, £296k in Schools ICT and a further £160k in relation to Granville Street / Wyebridge Street car parks.

3.6 Capital Outturn

3.6.1 Major revisions to the capital programme since month 6 include Cabinet approvals for the Solar Farm at Oak Grove (£4,455K). This expenditure will be incurred in full between month 10 and outturn but does skew somewhat the significance of spending necessary between now and year to manage a forecast in accordance to budget. This report does not yet reflect the sc106 deliberations and revisions to the budget agreed in relation to Caldicot 3g pitch and related play scheme refurbishment schemes made immediately prior to Christmas. This work has been actioned during month 10 and as a result will feature at the next monitoring cycle.

3.6.2 A collective forecast spend of £45.6million by budget holders by year end does require converting commitments and aspirations of £25m over next 3 months into actual spend when collectively they have only spent £21m in the first 9 months. As mentioned above £4.5m of this relates to solar farm expenditure and a significant element relates to Future schools costs, particularly in relation to Monmouth that can now be accelerated following Member decision to increase funding envelope to afford the their preferred design.

3.6.3 However based on monitoring experience, and pragmatism around past practice it is anticipated that budget holders will continue to overestimate their ability to progress projects and struggle to incur the full extent of necessary expense to suspect that month 9 forecast will prove the reality. Slippage requests tend to increase as the year progresses, and in common with previous years an in-depth analysis of such will be taken at outturn to evaluate whether requests are reasonable or whether instead the outturn variance is more accurately categorised as an underspend to be volunteered to members to be recycled into other capital priorities as part of the usual year end monitoring report.

3.6.4 Pressures apparent between month 6 and 9 include an extra £30k on Woodstock Way linkage scheme, proposed to be funded from an abortive area improvement scheme proposed in Abergavenny. Members have been keen to facilitate additional small scale adaptation work to relieve some pressure upon the general DFG budget, proposing to fund £30k worth of works from £15k Highways capital works budget and £15k from Access for all budget.

3.7 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2016-17 AT MONTH 9 By FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Forecast Financing	Slippage Brought Forward	Total Approved Financing Budget 2016/17	Provisional Budget Slippage to 2017/18	Revised Financing Budget 2016/17	Forecast Capital Financing Variance 2016/17

	£000	£000	£000	£000	£000	£000
Supported Borrowing	2,400	0	2,400	0	2,400	0
General Capital Grant	1,461	0	1,461	0	1,461	0
Grants and Contributions	16,000	16,050	17,853	(1,853)	16,000	0
S106 Contributions	842	880	1,256	(415)	842	0
Unsupported borrowing	16,404	11,553	25,605	(9,201)	16,404	0
Earmarked reserve & Revenue Funding	888	590	1,100	(212)	888	0
Capital Receipts	7,501	14,500	8,292	(755)	7,536	(35)
Low cost home ownership receipts	113	113	113	0	113	0
Unfinanced	25	0	0	0	0	25
Capital Financing Total	45,634	43,684	58,081	(12,437)	45,644	(10)

3.8 Useable Capital Receipts Available

3.8.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2016/20 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Balance b/f 1 st April	5,311	8,971	0	1,093
ADD				
Receipts received in YTD	16,467	0	0	0
Receipts forecast received	685	9,951	5,560	5,660
Deferred capital receipts	4	4	4	4
LESS				
Receipts to be applied	(7,501)	(18,926)	(4,471)	(509)
Set aside	(5,995)	0	0	0
Predicted Year end receipts balance	8,971	0	1,093	6,248
Financial Planning Assumption 2016/20 MTFP Capital Budget	18,151	6,452	3,985	3,481
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	(9,180)	(6,452)	(2,892)	2,767

- 3.8.2 The balances forecast to be held at the 31st March each year are lower than forecast in the MTFP, mainly due to the delayed LDP receipts. This difference is eradicated by March 2020 when all the LDP sites are forecast to have been sold. The table above is artificial in evidencing negative receipts, this wouldn't be the reality, alternative funding sources would need to be utilised when a positive level of receipts expires, and commonly this will involve reviewing levels of set aside which has a potential to affect the Council's revenue budget as not reducing capital financing requirement as anticipated would increase minimum revenue provision which is a product of that financing requirement. There is scope to do that without adversely affecting Appropriations budget, but the saving on Appropriations is commonly used to assist in driving to a balanced bottom line by year end.
- 3.8.3 The forecast / received receipt figure above for 2016/17 includes receipts from the old Abergavenny cattle market site and the Coed Glas site. The receipt still outstanding for 2016-17 relates to a Farm sale. There is an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.

3.9 Reserve Usage

3.9.1 Revenue and Capital monitoring reflects an approved use of reserves. At month 9, reserve call budgets have been adjusted to show a clean position in regard to contributions from / to reserves at the year-end. Budgets have been adjusted to reflect the delay in the reserve call due to operational requirements and any reserves that are no longer required. At month 9 these are;

Reduced call upon reserves

- Innovations & marketing officer contribution £44k (deferral)
- Innovations & marketing CYP £60k (deferral)
- Eisteddfod Community fundraising backstop £72.3k (no longer required)
- LDP expenditure contribution £100k (deferral)
- RDP expenditure contribution £62.7k (deferral)
- Social Care & health Leadership review £35k (deferral)
- Elections expenditure contribution £100k (deferral)

Total £474k

Increased call upon reserves

- Digital Programme Officer (£60.5K)
- Payroll / Human Resources Restructure (£25k)

Total £85.5k

Net £387k

In addition the following 2 items are a caveated use of reserves. The distinction between caveated use of reserves and approved use of reserves is that an approved use of reserves is included in the reserve forecast below where as a caveated use wouldn't be. This is because a caveated use merely means that there may be an additional reserve call at outturn depending upon whether the bottom line position has been sufficient to absorb such. At the moment with only £108k deficit, which includes these costs, this is looking promising.

- Pension strain costs (£108k) reflection increased redundancies
- Industrial Tribunal Costs (£318k) is forecasted to be drawn if costs cannot be contained within overall annual budget

3.9.2 The following predicted position reflects capital and revenue presumptions evident in period 3 monitoring.

Summary Earmarked Reserves Forecast 2016-17					
Earmarked Reserves	2015-16	Revenue Approved Usage		Capital Usage	2016-17
	C/FWD	Replenishment of Reserves	Draw on Reserves		c/fwd
Invest to Redesign	-1,298,155	-72,508	459,644	62,797	-848,222
IT Transformation	-826,835		60,500	238,862	-527,473
Insurance & Risk Management	-1,236,396				-1,236,396
Capital Receipt Regeneration	-322,361		95,376		-226,985
Treasury Equalisation	-990,024				-990,024
Redundancy & Pensions	-1,274,256		693,521		-580,735
Capital Investments	-1,264,599			586,168	-678,431
Priority Investments	-1,120,069		1,126,861		6,792
Museum Acquisitions	-56,760				-56,760
Elections	-108,183	-25,000			-133,183
Grass Routes Buses	-139,703	-5,000			-144,703
Sub Total	-8,637,341	-102,508	2,435,902	887,827	-5,416,120
Restricted Use Reserves					0
Youth Offending Team	-325,000				-325,000
Building Control Trading	-12,008				-12,008
Outdoor Education Centres	-190,280		2,753		-187,527
CYP Maternity	-104,000				-104,000
Total Earmarked Reserves	-9,268,629	-102,508	2,433,149	887,827	-6,044,655

3.5.3 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design. Current predicted use of the Priority investment reserve means it will go into deficit by the end of the year. Replenishment of earmarked reserves will be considered at year end, subject to a favourable outturn position and if necessary redistribution of reserves will ensure positive balances are available to meet the following years requirement.

4 REASONS

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

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 CONSULTEES

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

8 BACKGROUND PAPERS

8.1 Month 9 (period 3) monitoring reports, as per the hyperlink provided

<http://corphub/initiatives/Budgetmon/20162017/Forms/Q3.aspx>

9 AUTHOR

Mark Howcroft – Assistant Head of Finance

10 CONTACT DETAILS

Tel. 01633 644740

e-mail. markhowcroft@monmouthshire.gov.uk

Appendices

Appendix 1 Mandated Savings Progress Report



Appendix 1

Budgeted Service Savings Mandates Progress 2016/17



DIRECTORATE	Saving included in 2016/17 Budget	Savings reported achieved month 2	Savings reported achieved month 6	Savings reported achieved month 9	Percentage progress in achieving savings	Delayed savings	Savings not achievable
	£'000	£'000	£'000	£'000	%	£'000	£'000
Children & Young People	600	600	600	600	100%	0	0
Social Care & Health	640	640	12	12	2%	628	0
Enterprise	310	285	285	245	79%	40	25
Resources	544	318	299	260	48%	75	209
Chief Executive's	1,565	1,442	1,442	1,437	92%	85	43
Total Mandated Service Savings 2016-17	3,659	3,285	2,638	2,554	70%	828	277

2016/17 Budgeted Service Savings Mandates Progress






CHILDREN & YOUNG PEOPLE

Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Gwent Music (Nicki Wellington)	A20	Gwent Music is a joint service hosted by Newport. The plan is to refocus the service to make them more efficient.	50,000	50,000	50,000	50,000	-	-	-	On track and expected to be fully met	
Phase 3 of Additional Learning Needs Review (Sharon Randall-Smith)	B20	Closure off Deri View SNRB (£50k), Placement costs for External pupils attending Mounton House (£250k). Implementation of new funding formula from April 2016. (£250k).	550,000	550,000	550,000	550,000	-	-	-	On track and expected to be fully met	
			600,000	600,000	600,000	600,000	0	0	0		










2016/17 Budgeted Service Savings Mandates Progress





SOCIAL CARE & HEALTH											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Transition - Bright New Futures (SCH) (Julie Boothroyd)	A24	In 2014 we combined our Transitions Project Team within Bright New Futures Project. (based in Bridges)	12,000	12,000	12,000	12,000	0	0	0	On track and expected to be fully met	
Adult Social Care Transformation (Julie Boothroyd)	A34	The service is continuing its journey on practice change and restructuring itself to meet future mandate savings with community links and innovative approaches to domiciliary care, coupled with less reliance on admissions to residential care.	628,000	628,000	0	0	0	628,000	0	With an £822k Adults overspend identified at month 5, we are reviewing alternative courses of action to pursue alternative opinions to deliver the savings.	
			640,000	640,000	12,000	12,000	0	628,000	0		








2016/17 Budgeted Service Savings Mandates Progress






ENTERPRISE											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Leisure Services Income Generation (Ian Saunders)	B1	Income generation/cost savings within the service.	120,000	120,000	120,000	120,000	-	-	-	On track and expected to be fully met	
Optimisation & better commercialism of Assets within Tourism, Leisure and Culture (Ian Saunders)		Income Generation Leisure	25,000	-	-	-			25,000	Won't be achieved this financial year	
Planning Services- Income Generation (Mark Hand)	B9	Reduce the net cost of planning services with the increase of income from planning applications received.	40,000	40,000	40,000	-	-	40,000	-	Planning has seen a decline in income in recent months, it may struggle to achieve full saving.	
Extension Shared Lodgings Housing Scheme (Ian Bakewell)	B10	Increase the Shared Housing Scheme within Monmouthshire.	50,000	50,000	50,000	50,000	-	-	-	On track and expected to be fully met	
Second Phase Review of subsidies to 3 rd Sector (Will Mclean)	B12	Consolidation and reduction of grants to 3rd sector providers.	75,000	75,000	75,000	75,000	-	-	-	On track and expected to be fully met	
			310,000	285,000	285,000	245,000	0	40,000	25,000		

2015/16 Budgeted Service Savings Mandates Progress

RESOURCES											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Sustainable Energy Initiatives (Ben Winstanley)	A5	Investing in biomass boilers, solar farms and reduction in Carbon Commitment.	34,000	0	0	0		0	34,000	Unachievable	
Rationalise Business Support (Tracy Harry)	B2	Review the business support functions across the whole Authority to identify savings.	50,000	28,000	50,000	50,000		-	-	On track and expected to be fully met	
Training Services Consolidation (Peter Davies)	B3	Consolidation of the Authorities existing training functions.	50,000	-	-	-	-	-	50,000	Unachievable	
Community Asset Transfer/ Income generation (Peter Davies / Deb Hill-Howells)	B5	Community Asset Transfer of two properties	60,000	45,000	45,000	45,000		15,000	-	£60k of £160 relates to Estates of which £45k has been found. £15k shortfall is due to delayed implementation on Melville theatre and ongoing discussion with Town Council over Drill Hall.	
		Optimisation of Assets - PD	75,000	-	-	-			75,000	Unachievable	
Flexible Employment Options (Peter Davies)	B16	Market to all staff the Authority's flexible benefits and employment packages.	50,000	50,000	-	-	-	-	50,000	Unachievable	
Business rates evaluation - Appeals (Ruth Donovan)	B17	Rate refunds following Appeals by Cooke & Arkwright	140,000	140,000	140,000	140,000	-	-	-	On track and expected to be fully met	
Strategic Property Review (Ben Winstanley - Deb Hill-Howells)	B18	Reduction in Corporate Building Maintenance, Purchase Card rebates , Facility Management Restructure and reductions in Transport Costs and Supplies and Services costs	60,000	30,000	39,000	0	0	60,000		Alternative delivery plan has not been possible due to pressures within the service	
Discretionary Fees and Income (Joy Robson)	B23	Increased Discretionary Fees & Charges	25,000	25,000	25,000	25,000	-	-	-	Spread across authority, assume it has been achieved.	
TOTAL			544,000	318,000	299,000	260,000	0	75,000	209,000		

CHIEF EXECUTIVE'S UNIT											
Budget Proposals 2016/17	Mandate No.	Savings Mandate Narrative	Saving included in 2016/17 Budget £'s	Value of Saving Forecast at Month 2 £s	Value of Saving Forecast at Month 6 £'s	Value of Saving Forecast at Month 9 £'s	Value of Saving achieved at Outturn £'s	Delayed savings £'s	Savings not achievable £'s	Assessment of progress	Progress Indicator
Garden Waste (Rachel Jowitt)		Increase in charges for Garden Waste collection service.	40,000	40,000	40,000	40,000				On track	
Home to School Transport (R Hoggins / Richard Cope)	A14	Continuation of 2014-15 mandate. Fundamental policy review to nearest school, and more zealous application of free school travel criteria.	30,000	30,000	30,000	30,000				This saving is forecast to be achieved but through the reduction in contract costs for home to school transport rather than the policy review initially included in the original mandate. There is no appetite for the nearest school policy to be reviewed at this moment in time but it is still being looked into.	
Community Hubs (Will McClean)	A28	It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.	25,000	25,000	25,000	25,000				Achievable through alternative Delivery Plan	
Community Hubs (Rachel Jowitt)	A28	It's about delivering services in a different way and aligning them with the Whole Place philosophy. This will introduce major changes to how the library and one stop shop services are delivered. We will create a hub in each town where face to face services will be delivered. The contact centre will sustain a reliable and informed first point of contact for people contacting us other than face to face.	25,000	25,000	25,000			25,000		Achievable through alternative Delivery Plan. Contact Centre experiencing overspend exceeding mandate target	

Legal Services (Rob Trantor)	B7	Income generation by providing Legal Services to external organisations.	25,000	25,000	25,000	25,000		-		Currently staff resource is totally used up undertaking internal legal work so there is no spare capacity to generate income from outside of the organisation. This will not affect outturn in 16-17 as it has been offset by a grant windfall in Land Charges.	
Promoting Business Waste (Rachel Jowitt)	B8	Introduction of a new policy to charge for trade waste, and better control over the use of household waste recycling centres.	80,000	80,000	80,000	80,000				On Track	
Leadership Team Structure Review (Paul Matthews)	B11	Re-alignment of Senior Key Posts and Roles.	315,000	272,300	272,300	272,300			42,700	Waiting for update on the achievability, alternative delivery option	
Highways Infrastructure Income Generation (Roger Hoggins)	B13	Income generation from highway advertisements across Monmouthshire (£50k)	150,000	150,000	150,000	150,000				Planning approval delays means £25,000 relating to advertising income will be delayed. Shortfall will be managed within service budget.	
Grounds – Funding Review (Rachel Jowitt)	B14		75,000	75,000	75,000	75,000				on track	
Highways Maintenance (Roger Hoggins)	B15	Reducing the budgets within the highways section.	200,000	200,000	200,000	200,000				on track	
Property Services and Facilities Management Review (Rob O'Dwyer)	B19	Reduction in corporate building maintenance budgets. Purchase rebates from the use of procurement cards. (£15k), Facility Management restructure (£35k)	100,000	100,000	100,000	100,000				The section is forecast to achieve the full mandate saving, shortfall from purchase rebates will be covered through general expenditure efficiencies.	

Town and Community Councils (Roger Hoggins)	B21	Restructuring of Services in collaboration with Town / Community Councils PCs	110,000	90,000	90,000	90,000		20,000	Public conveniences are forecast to achieve £90,000 of the £110,000k mandate saving due to delayed implementation of which £80k is a contribution from the Town Council.	
		Grounds	83,500	83,500	83,500	83,500			On Track	
		Waste	71,500	71,500	71,500	71,500			On Track	
Town and Community Councils (Roger Hoggins)	B21	Restructuring of Services in collaboration with Town / Community Councils (Shortfalls) Museums (£0 out of £20k) Tourism (£5,000 out of £25k) Community Hubs (£70,000 out of £90K)	135,000	75,000	75,000	95,000		40,000	No contribution from Town council for museums. Only £5k received from Chepstow TC for TIC. £90k achieved from Hubs, increased savings of £20k being achieved through alternative delivery model for hubs. So High Risk on Museums, Low Risk on Tourism and Community Hubs	
Collaboration and realigning structures in operations (Roger Hoggins)	B22		100,000	100,000	100,000	100,000			£70k of total saving related to Highways efficiencies from restructure, delay in implementation has meant staff savings have been delayed as well. Should not impact on outturn position as shortfall will be covered by managed efficiencies in expenditure.	
TOTAL			1,565,000	1,442,300	1,442,300	1,437,300		85,000	42,700	

Date of report	2 January 2017
Title of the report	EAS Business Plan 2017-2020 (First Draft for consultation)
Report written and submitted by	Debbie Hartevelde, Managing Director

1.	Purpose of the report
1.1	This report presents the South East Wales EAS Business Plan 2017-2020. The plan sets out the priorities, programmes and outcomes to be achieved by the Education Achievement Service on behalf of the South East Wales Consortium. This consideration by key partners is part of the construction of the plan.
2.	Background and Context
2.1	The South East Wales Consortium is required to submit to the Welsh Government a three-year business plan that will be updated annually. This is the fourth iteration of the plan first submitted in 2013. This plan covers the period 2017-2020. The requirement for a 3 year Business Plan is set out in the Welsh Government's National Model for Regional Working.
2.2	<p>The South East Wales EAS Business Plan sets out four priorities: Improving attainment overall but narrowing the gap between eFSM and non FSM pupils; raising attainment in English; Welsh and Mathematics. These are the core priorities for the service and all other activities and programmes are now supporting the achievement of these outcomes.</p> <p>The Education Achievement Service (EAS) for South East Wales has prepared this Business Plan for 2017-2020 to outline the programme of work required to achieve improved outcomes for children and young people. This version builds on the current Business Plan for the service (2016-2019) but takes account of the framework of new Welsh Government (WG) policy, particularly:</p> <ul style="list-style-type: none"> • National School Categorisation system; • 'Qualified for Life 2' - the National Education Improvement Strategy; • 'Successful Futures' - the review of curriculum and assessment; • 'Teaching tomorrow's teachers' - the review of Initial Teacher Training.
2.3	<p>The programmes of work are closely targeted to achieving improvement where the needs are greatest. The aim of the Education Achievement Service (EAS) in partnership with Local Authorities is to;</p> <ul style="list-style-type: none"> • Improve leadership, teaching and learning to secure sustained improvement in outcomes for learners (in literacy/ Welsh / English and numeracy / mathematics) at least in line or above the rate of progress in Wales. • Increase the pace of improvement for groups of learners across the region, particularly FSM and more able learners in key stage 4. • Improve regional capacity to implement a self improving system.

2.4	There is a comprehensive consultation with all stakeholders that will lead to the publication of the final version of the Business Plan within the timescales agreed in the EAS Business Planning Cycle. The first draft version has been shared with each LA Director of Education and takes into account actions and deliverables that have been requested.							
2.5	There is a high level summary of the main actions within the Business Plan and a section with Accountability Measures. In addition, there are detailed delivery plans Detailed reviews of progress for the previous Business Plan and other key documents can be found in a separate supporting document.							
2.6	The Business Plan sets out the overall priorities for the South East region and in addition an annex that focuses in particular on the priorities and programmes for each Local Authority in the Consortium, these have been discussed with LA Directors and Cabinet Members prior to submission. These documents will also form part of the consultation process.							
3.	Proposals							
3.1	The comments received from each LA Scrutiny Committee will be considered alongside those of other stakeholders and will be taken into account in preparing the final version of the EAS Business Plan. On completion and final agreement from each LA Cabinet the plan will be translated and distributed to all stakeholders.							
4.	Financial implications							
4.1	The financial implications are to be included in the relevant sections of the Business Plan when finally agreed.							
4.2	Financial arrangements for the core funding to the EAS from Monmouthshire Council for 2017-2018 is £438,163 (indicative at the time of writing this report and waiting confirmation). This represents a 3% efficiency saving on the previous year.							
4.3	The exact detail of this is noted below:							
	EAS 'As Is' Model Aug 2012 *	2012/13	2013/14	2014/15 (funding levels set by WG, based on RSG formula to LA)	2015/16	2016/17	2017/18 3% Cut to Core	% Movement since 11/12 to 17/18
	-----All % reduction to core are based on the previous year's contribution-----							
					-3.4%	-3%	-3%	
	591,619	468,403	468,403	481,642	465,266	451,308	438,163	-26%
5.	Risks							
5.1	A detailed risk register is attached to the Business Plan and is regularly updated and shared with the EAS Company Board.							

6.	Expected impact and benefits
6.1	<p>Expected impact and benefits:</p> <ul style="list-style-type: none"> • The impact is detailed in the high level pupil outcomes section and the Accountability Overview. • The Professional Learning Offer contains details of expected outcomes for participants. • Each LA Annex contains details of the schools that require improvement, the progress of these schools is reported on through EIBs and through the Schools Causing Concern process. • Programmes to deliver improved attainment are part of the national move to embed a self-improving system. This development will ensure long term sustainability of programmes as they are built into the work of schools.
7.	Recommendations
7.1	For scrutiny members to receive the report for information as an early draft and to provide comments to assist in the consultation process.

The following appendices support this paper

A	Business Plan 2017-2020 (First draft for consultation)
B	LA Specific Annex

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Education Achievement Service (EAS)

Business Plan 2017 – 2020

Draft Version 1

(for consultation January 2017)

List of Consultees:

- SEWC Directors and Diocesan Directors
- Joint Executive Group
- EAS Company Board
- EAS Audit and Risk Assurance Group
- Individual Local Authority Education Scrutiny Committees
- Regional Headteacher Strategy Group
- Regional Governor Strategy Group
- Regional Youth Forum

The agreed final version of the Business Plan will be translated in full.

Content (Needs to be completed / ordered when the final document agreed)

1	Introduction	Page 3
2	Regional Context	Page 5
3	Progress against previous Business Plan objectives and Estyn / WAO Inspection recommendations	Page 8
4	Regional strategy to address National Priorities and embed the Self-Improving System	Page 13
5	Regional Pupil Targets (All Key Stages) and Attendance Targets	Page 15
6	High Level Accountability Criteria for Business Plan 2017-2018	Page 18
7	Detailed Delivery Plans 2017-2018	Page 20

An Executive Summary will be added to the Business Plan when the final version is agreed.

1. Introduction

The aim of the Education Achievement Service (EAS) in partnership with Local Authorities is to:

- Improve leadership, teaching and learning to secure sustained improvement in outcomes for learners (in literacy/ Welsh / English and numeracy / mathematics) at least in line or above the rate of progress in Wales.
- Increase the pace of improvement for groups of learners across the region, particularly FSM and more able learners in key stage 4.
- Improve regional capacity to implement a self improving system.

To achieve this the EAS Business Plan 2017-2020 will focus on the following:

Business Plan Objective	Strategic action summary (all linked to improved outcomes contained in the target section)
1. Support for School Improvement	<ul style="list-style-type: none"> • Implement the SEWC Intervention Framework and the Schools Causing Concern Protocol. • Implement regional policies, including Assessment, More Able and 14-16 and Post-16. • Monitor the impact of grant spend. • Support and provide strategy for Foundation Phase and Non-maintained Settings. • Deliver the Specialist HR Service .
2. Pupil Wellbeing and Equity in Education	<ul style="list-style-type: none"> • Embed the current Professional Learning Offer aimed at improving teaching and leadership to improve the wellbeing and outcomes for learners facing the challenges of poverty. • Embed evidence-based approaches to teaching from the Sutton Trust-EEF Teaching and Learning Toolkit to improve the use of the Pupil Deprivation Grant. • Work with partners to identify the most effective means of measuring wellbeing and working together to improve the performance of all vulnerable learners, improving attendance and reducing exclusions.
3. Professional Learning: Pedagogy and Leadership	<ul style="list-style-type: none"> • Implement a regional Professional Learning Offer 2017-2018 (including Governor Development) that improves the quality of teaching and leadership across the region and extends the offer for school based support staff. • Develop the Professional Learning networks across the region to support delivery • Support the introduction of the new Professional Standards for Teachers • Support the development of Initial Teacher Education (ITE) and the introduction of a re-designed Graduate teacher Programme (GTP)
4. Curriculum and Assessment: Literacy (English and Welsh) and Numeracy and Science	<ul style="list-style-type: none"> • Develop a Regional Strategy for Literacy and Numeracy in collaboration with key partners • To improve the quality of leadership and teaching of literacy and numeracy across the region and to support the introduction of the new GCSE specifications. • To implement developments from National Network for Excellence in Mathematics (NNEC) and Science (NNES) through cluster working. • Lead on the Regional Strategy for Welsh Language development

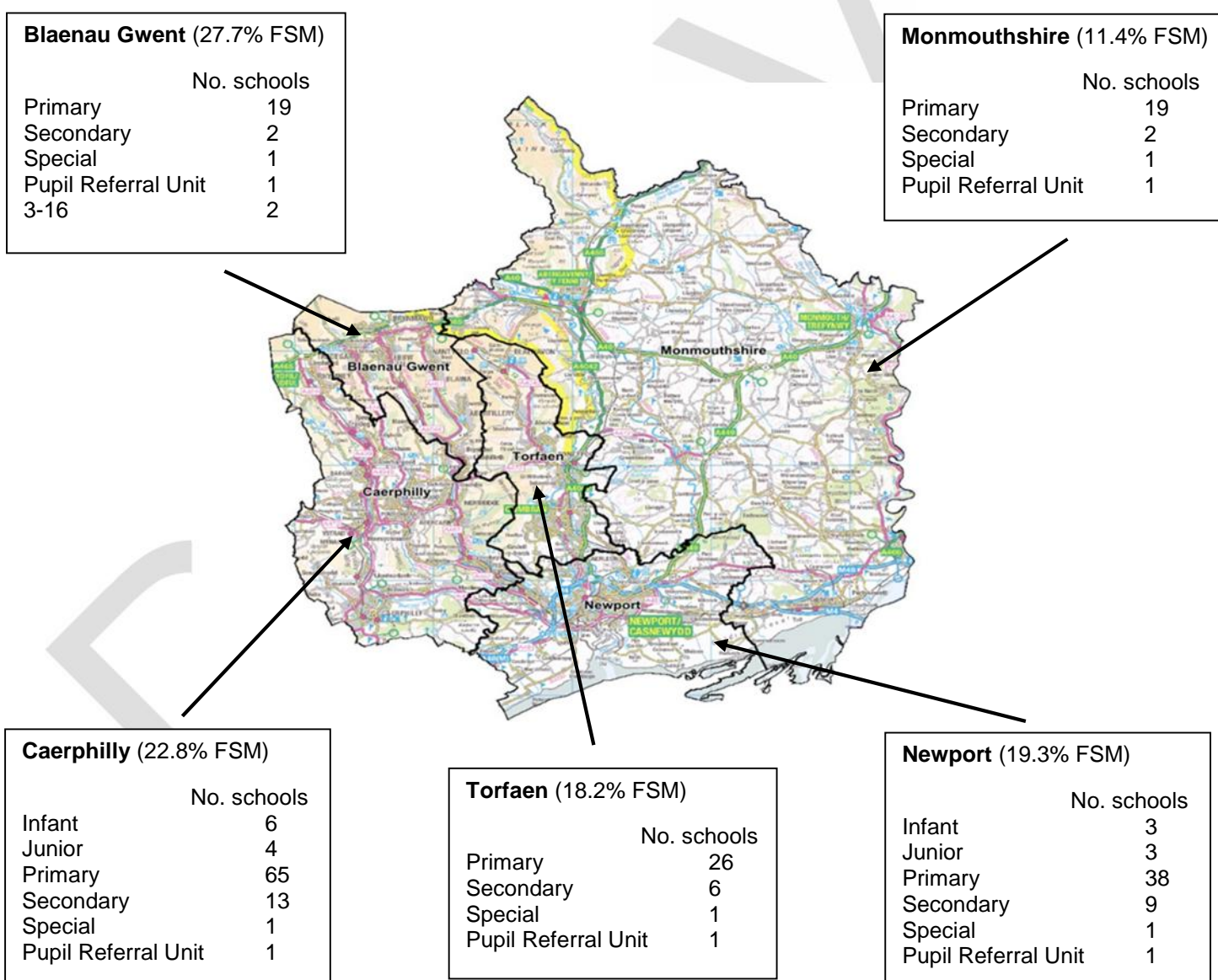
<p>5. Curriculum and Pedagogy: Wider Curriculum and Pioneer Development</p>	<ul style="list-style-type: none"> • Lead and support schools with the introduction of the Successful Futures curriculum through the development of networks lead by Pioneer Schools. • Lead, support and develop networks for the delivery of the new GCSE specifications in the Non-Core subjects and the Welsh Baccalaureate.
<p>6. The Self-Improving System (SIS)</p>	<p>Rationalise the Regional Model for the Self-Improving System (SIS) so that:</p> <ul style="list-style-type: none"> • The regional strategy focuses upon the development of teaching and leadership through networks of professional practice • All schools grow as learning organisations • Collaborative working in and between schools support the Federation agenda • Build the knowledge, expertise and the research base of the SIS by engagement with Higher Education Institutes (HEIs)
<p>7. Wider Regional and EAS Company Developments</p>	<p>Improve consistency in the quality of evaluation of school improvement activities throughout the service by;</p> <ul style="list-style-type: none"> • Using of a wider range of performance indicators at school and regional level to ensure that the progress of all groups of learners is challenged and supported • Embed the risk management and Value for Money processes • Embed the use of the FADE proces • Ensure that the Company remains compliant with Company and HR Law • Ensure governance structures are robust and accountability structures are effective

The Education Achievement Service (EAS) for South East Wales has prepared this Business Plan for 2017-2020 to outline the programme of work required to achieve improved outcomes for children and young people. This version builds on the current Business Plan for the service (2016-2019) but takes account of the framework of new Welsh Government (WG) policy, particularly:

- National School Categorisation system;
- ‘Qualified for Life 2’ - the National Education Improvement Strategy;
- ‘Successful Futures’ - the review of curriculum and assessment;
- ‘Teaching tomorrow’s teachers’ - the review of Initial Teacher Training.

2.Regional Context

The number of pupils of compulsory school age in 2015 was 70,242. This represents 19% of all pupils in Wales. There are 245 maintained schools in the region, 15% of all maintained schools in Wales (PLASC, 2015). The percentage of pupils of compulsory school age who are eligible for free school meals is 20.8%, which is higher than the national figure of 18.8%. This level of eligibility is the highest of the four regional consortia (PLASC, 2015). In the region, 10% of people aged three and over say that they can speak Welsh compared to the Wales average of 19% (2011 Census, ONS). As of 31 December 2015, ethnic minorities account for 4% of the population in the region and this is similar to the Wales average. As of July 2016, 777 children in the region are looked after by a local authority and attend a school in the region. This represents 14% of looked-after children in Wales.



Business Plan process

The EAS has procedures for self-evaluation and planning for improvement that are systematic, responsive and flexible, and provide the service with a platform from which to refine school improvement services to become more effective and efficient.



The half-yearly review of progress towards Service Area Plans in November 2016 indicated that almost all service areas demonstrated at least satisfactory progress towards meeting the objectives at that point in the year.

Effective procedures for monitoring, challenge, support and intervention that are differentiated by need are in place. These procedures are underpinned by effective systems that, when implemented consistently, will ensure the impact required to accelerate improved pupil outcomes.

The Business Plan incorporates actions to address the recommendations of the Estyn / Wales Audit Office Inspection "A report on the quality of the school improvement services provided by the EAS Consortium" May 2016:

- R1: Consider the use of a wider range of performance indicators at school and regional level to ensure that the progress of all groups of learners is challenged and supported;
- R2: Improve consistency in the quality of evaluation of school improvement activities throughout the service; and
- R3: Identify and manage risks more effectively.

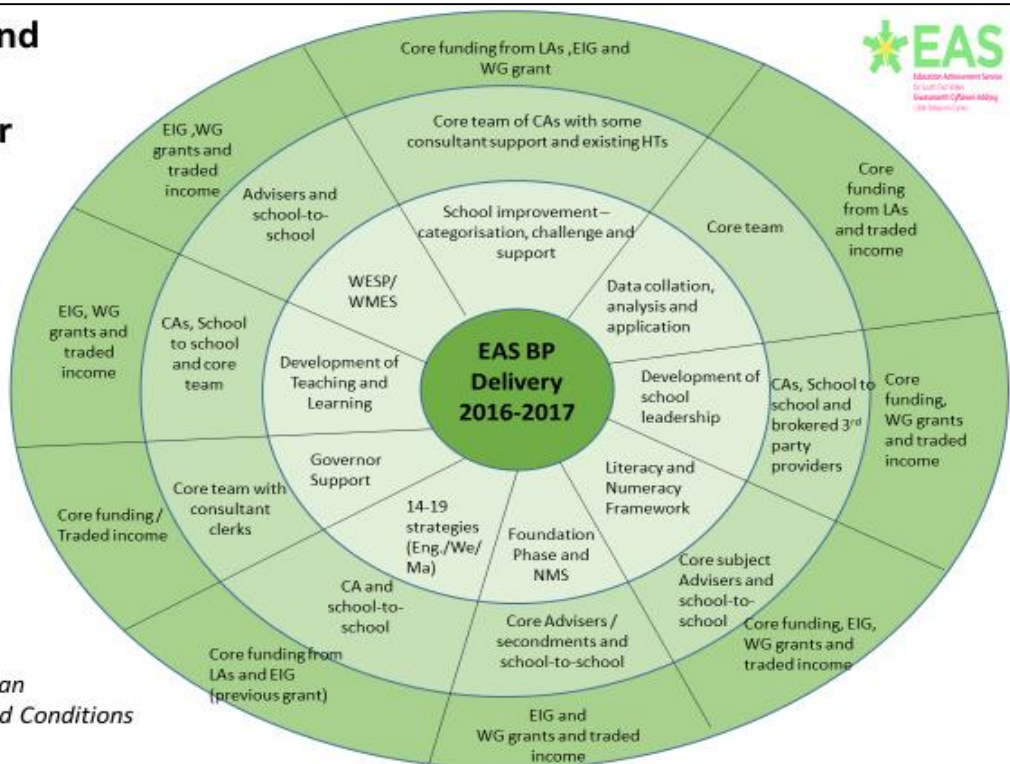
A summary of the findings from the full report are below:

Section	Grade
Support for school improvement	Good
Leadership	Good
Quality improvement	Good
Partnership working	Good
Resource Management	Good

The 2016-19 Business Plan set out the EAS approach to implementing the national model for school improvement across the South East Wales consortium.

EAS Service Provision and funding 2017-2018 (WG National Model for Regional Working)

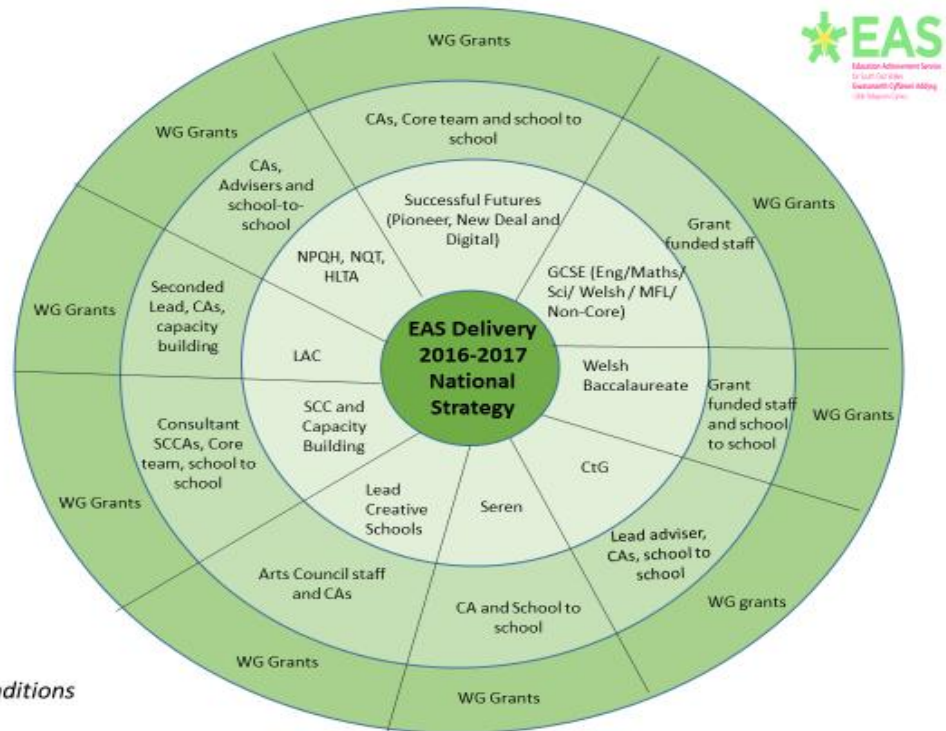
- Requirements within the National Model
- EAS predominate delivery mode
- Funding stream 2016-2017



All feature within the EAS Business Plan
All WG Grants have specific Terms and Conditions that have to be adhered to

Additional EAS Service Provision and funding 2016-2017

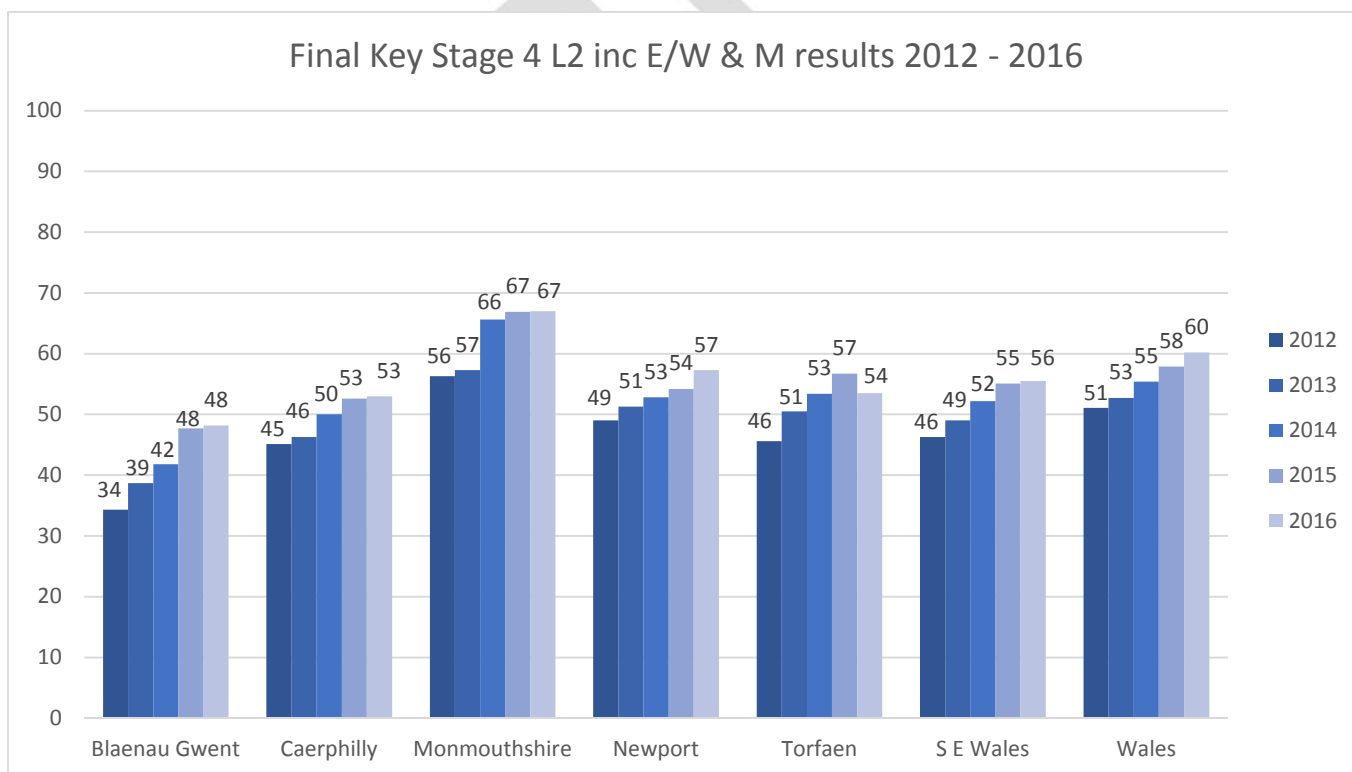
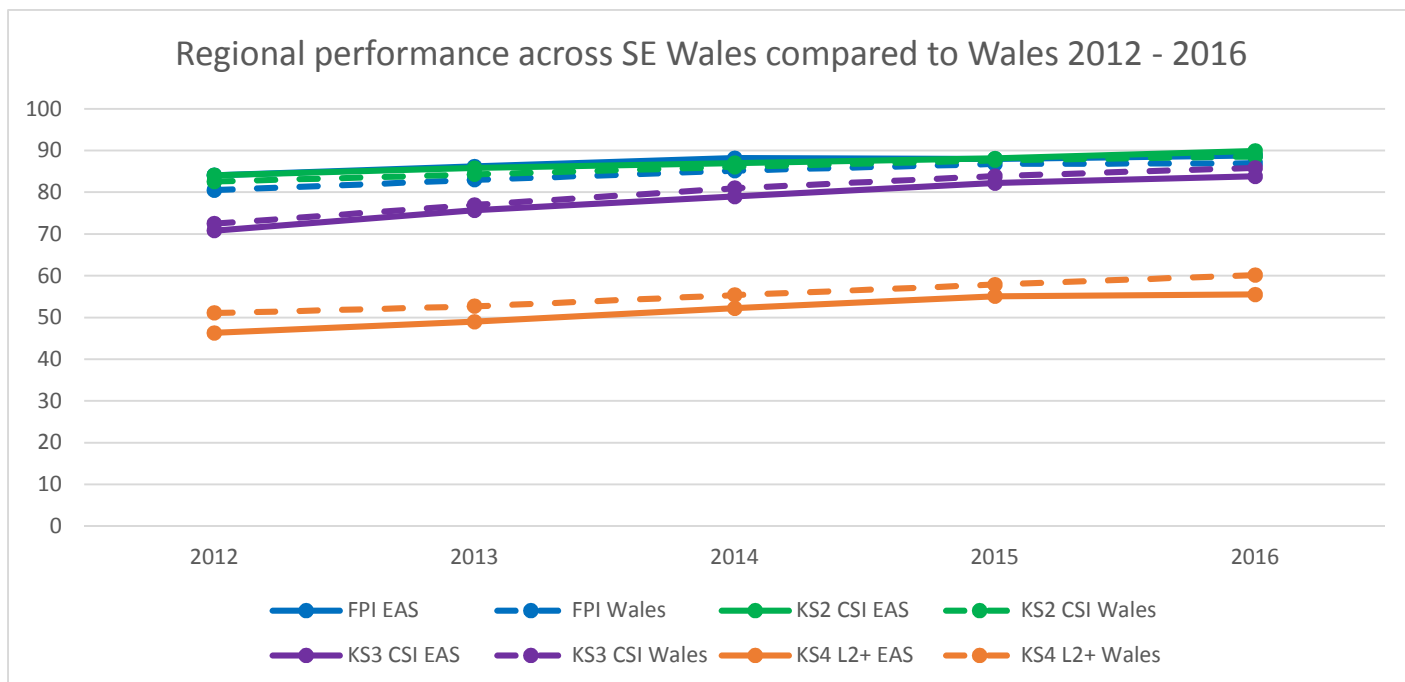
- National Strategies and Priorities
- EAS predominate delivery mode
- Funding stream 2016-2017



All feature within the EAS Business Plan
All WG Grants have specific Terms and Conditions that have to be adhered to

3. Progress towards action in the previous Business Plan 2016 – 2017

The full summary of the progress towards the Business Plan can be found in the detailed review for each of the service areas and Local Authority Annex review documents. This is also captured in the Self Evaluation Report.



Summary of progress (2016-2017) and areas requiring improvement

Outcomes: Areas of strength:

- Teacher Assessment outcomes at the end of Foundation Phase and KS2 remain above the national average and are good.
- Teacher Assessment outcomes at the end of KS3 are adequate, with a significant improvement in the CSI from 2012 to 2015.
- The eFSM/non FSM gap has decreased across the region since 2015 at FP, KS2 & KS3. This is due to a faster rate of improvement for eFSM pupils.
- A regional four year improving trend in L2 inclusive of English / Welsh and mathematics
- Provisional KS4 eFSM performance shows a slight improvement in eFSM performance, resulting in a narrowing of the gap between eFSM and non FSM pupils. 22 schools out of 36 have improved actual eFSM performance this year at L2 inc measure.
- The number of schools with fewer than 40% of pupils achieving the Level 2 inc of E/W and Maths reducing from twelve in 2012 to one in 2016.
- Overall performance at the L3 threshold in KS5 in 2016 has improved by 2% to 97.6% in the EAS region compared with 2015.

Outcomes: Areas to develop across key stages:

- Accelerate improvement at the Level 2 inc E/ W and Maths and secure further improvement against the Level 1 threshold and Capped Point Score. Only 17 out of 36 secondary schools are above or in line with WG 2b modelled expectations.
- Reduce the variance and fluctuation between departments, schools and LAs.
- Improve further the outcomes achieved by pupils who are eFSM particularly at KS4. Too many secondary schools still remain below the 32% WG 3 year rolling average that will be applied through categorisation at Step 1.
- Improve boys' performance across all phases, especially Welsh first language.
- Improve performance in Welsh second language, particularly at key stage 3 and key stage 4.
- Raise expectation and secure improvements for more able learners across all phases, particularly the higher grades at KS4 and KS5.
- Improve pupils' skills in literacy (English and Welsh) and numeracy leading to improved outcomes National Tests.
- Work closely with LAs to improve overall attendance and reduce exclusions across the region where this has been identified as an area of concern.
- Improve the accuracy of teacher assessment in a few identified schools.
- Increase the rigour in target setting and progress towards targets to include enhanced levels of challenge, using pupils' prior performance, quality assurance and validation.
- Review / revise the EAS approach to intensive support from English/Welsh and maths teams, both in terms of the criteria for selection and programme delivery.
- A stronger focus on challenging underperformance to ensure good quality teaching and learning in KS3 and KS4, particularly when the read across of performance in English/Welsh and Maths is variable.

Provision: Areas of strength:

- There is a clear understanding of the respective roles of the LAs and the EAS in supporting school improvement across the region.

- The implementation of National Categorisation and the SEWC Intervention Framework of schools across the region has been applied consistently to ensure accurate levels of support are provided for nearly all schools.
- The EAS has appropriate differentiated procedures for monitoring, challenging, supporting and intervening in schools which are applied more consistently and have resulted in the majority of schools making good progress. The processes for holding schools in a Red category to account have been robust and well understood. There has been an acknowledgment that strengthening the monitoring of the progress in underperforming Amber schools and identified Yellow schools needed to be further improved, resulting in the introduction of Education Improvement Board meetings, which have helped to address barriers to improvement (modelled on SCC AIBs). These processes now need to be embedded to secure improvement.
- In 12 schools where the EAS Education Improvement Board meetings (EIB) took place in predominantly amber and one yellow secondary school, 11 schools improved their L2+ performance.
- High performing schools work well together to monitor and review each other's schools.
- Refined quality assurance protocols across the service are evidencing increasing consistency in practice and highlighting inconsistencies that need to be addressed.
- The quality and range of data from pupil level up that the consortium now uses is improving. The process of collecting progress towards pupil level targets now enables the CA team and subject specialist to support and challenge potential underperformance within the academic year.
- There is a clear and coherent regional strategy for the self-improving system which is embedding.
- The region has made good progress in developing mechanisms to facilitate school to school support in key areas, including teaching, GCSE support programmes, 21st Century Learning, Post 16 and offers a wide range of professional learning opportunities that align to the Business Plan priorities.
- The support for new curriculum specifications at KS4 in core subjects and Welsh BaccaLaureate is good.
- The EAS provides strong support for the implementation of WG initiatives such as the New Deal and Pioneer Schools.
- Challenge advisers monitor diligently schools' plans for their use of the Pupil Deprivation Grant. They ensure that the plans meet requirements and focus appropriately on improving outcomes for vulnerable learners. The provision for these pupils is beginning to improve their outcomes at each key stage.
- The introduction of the 'Seren' project to raise aspirations at KS5 has played a role in securing improved regional KS5 outcomes at A/A* in 2016.
- There are good arrangements to identify the overall development needs of governors which are effectively met in most cases through a centrally delivered training programme.
- Specialist HR support has complemented and enhanced the provision that is already in place in LAs providing support and training for school leaders, disseminating regional policies and protocols.

Provision: Key Areas for further improvement;

- Continue to improve the challenge and support for schools by ensuring greater consistency in the work of all teams, in and across schools and LAs, leading to improved outcomes for all learners, particularly learners facing the challenge of poverty.
- Continue to implement and further develop the use of revised bespoke support packages, enabling schools to access appropriate range and level of support to secure improvements in the quality of teaching and learning and leadership, particularly in the secondary phase.

- Implement the EIB protocol in identified Yellow secondary schools following the successful introduction in 2016 and learn from other regions as to how they support in this area.
- Review / revise the EAS approach to intensive support from English, Welsh and Maths teams both in terms of the criteria for selection and programme delivery.
- A stronger focus on challenging underperformance to ensure good quality teaching and learning in KS3 and KS4, particularly when the read across of performance in English / Welsh and Maths is variable.
- Continue to improve the provision for Welsh and further develop the strategy for meeting the goals from WG for Welsh Language speakers.
- A stronger focus on challenging underperformance to ensure good quality teaching and learning in KS3 and KS4 in non-core subject areas.
- Provide training and support for leaders on the implementation of the regional Capability Policy.
- Embed the Regional Self Improving System and further develop the role of clusters in this process.
- The EAS will continue to work with LAs and WG to ensure that the transition from SCC is successfully managed.
- Review and improve the training and resources available to school leaders to ensure that the principles of the Sutton Trust Toolkit to ensure the effective allocation of PDG funding particularly within the Early Years.
- Continue to refine and further improve the support offered to schools to ensure effective self-evaluation and school development planning and continue to refine and improve the challenge and support for schools in effective teacher assessment, target setting and pupil level tracking to ensure accuracy and higher expectations.
- Embed the current regional approach to building capacity through school to school working, improving the systematic identification and sharing of best practice, including non-core and further developing processes to capture quality and impact.
- Following the revision of the Leadership Offer, embed newly developed programmes such as, Aspiring Headteachers, Middle Leaders and 5+ Headship, and Executive Headship.
- Continue to work collaboratively with LAs and all Post 16 providers to secure effective provision, reduced variance in learner outcomes and value for money.
- Further develop joint working with LAs, in addition to the Wider Group meetings, to include more effective collaboration. Improve the sharing mechanisms and more effective use of data to include all vulnerable learners, attendance and exclusion.

Leadership: Key areas of strength:

- The EAS Business Plan appropriately sets out the regional strategic vision, aims and priorities aligned closely to WG guidance and key national, regional and local priorities. Through effective communication and consultation arrangements the EAS has shared its intentions and expected outcomes to all stakeholders.
- Self-evaluation and improvement planning processes are becoming increasingly accurate, evaluative and balanced. The service wide FADE process is a useful self-evaluation tool to shape and re-focus, where appropriate, resources and approaches.
- Strategic leadership and management is good with a clearer governance and communication structure which is increasingly effective and understood.
- The region has responded well to the Estyn / WAO thematic review and has addressed the recommendations in a systematic manner.
- The Company Board has taken a number of difficult decisions over the past 3 years to ensure that Business Plan priorities have been followed. For example, the harmonisation of many TUPE

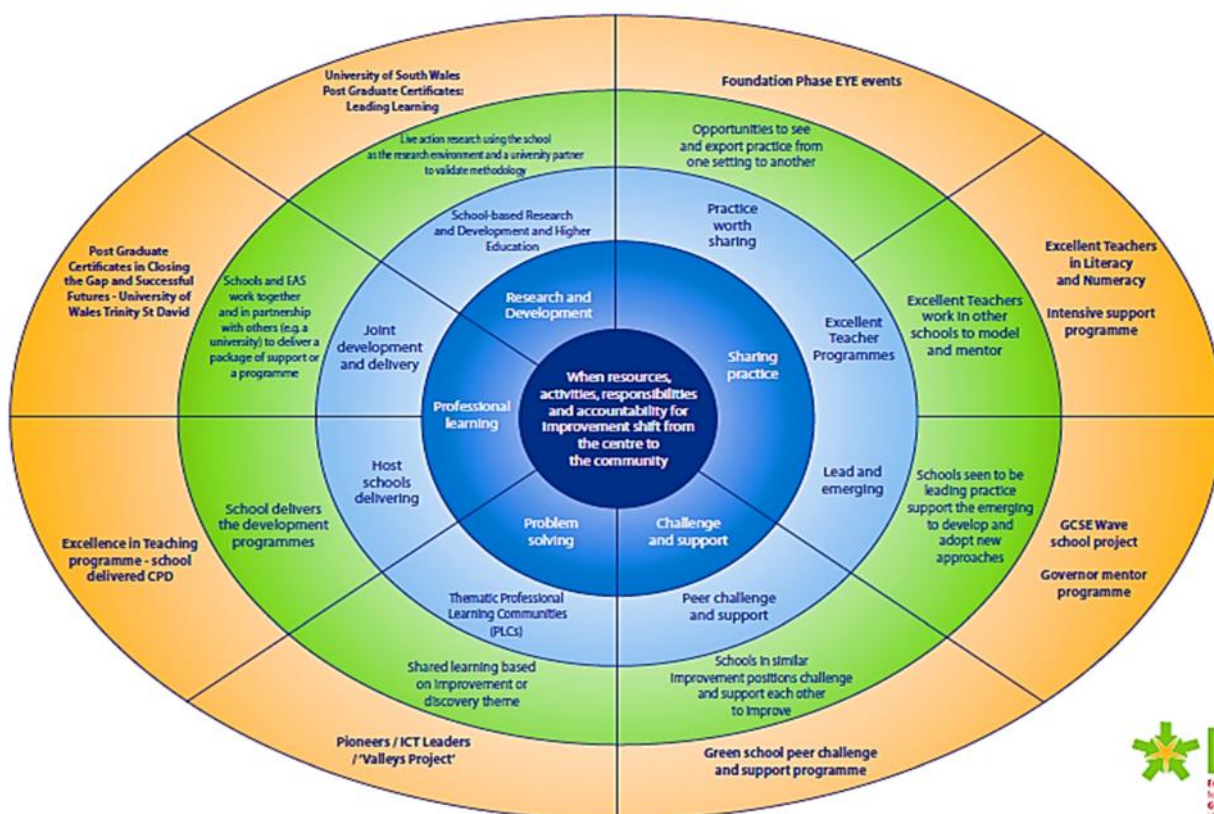
retained HR policies and procedures over the past 3 years has been completed and streamlining structures internally has enabled the school to school model to be explored more fully.

- School strategic partnerships are good and continue to improve, in most cases professional relationships with headteachers and governors are good.
- The EAS engages effectively with Diocesan authorities, ensuring that there is a clear agreement about joint working and access to relevant information about its schools. They are formally involved in the governance arrangements.
- There is effective working with each LA and the EAS in relation to schools causing concern. The role of the elected members has been critical to the success of the implementation of this policy.
- Where warning notices have been issued in Local Authorities linked to standards, most schools have improved their performance.
- There are sound financial processes in place. The recently introduced MTFP ensures that the allocation of resources is appropriately linked to the Business Plan and regional priorities, future reductions are well planned and senior staff have a good understanding of resource allocation.
- Appropriate partnerships with other consortia have been forged with the main aim to improve provision and to raise standards for learners across the region. These include examples of strong partnerships where the EAS has led on programmes such as the management of the STAP project and subsequent cross regional assessment work as well as the support programme developed for the Welsh Baccalaureate.

Leadership: Key areas for improvement:

- To continue to build upon and strengthen the impact of the governance arrangements on the work of the service, facilitating early discussions on financial viability and challenging the priorities and actions that the company takes to improve outcomes for learners.
- Embed service wide performance management and quality assurance process to ensure consistency, quality and impact.
- Improve the use of a wider set of data to inform service priorities and success criteria.
- Embed the self-evaluation and risk management processes ensuring that accountability, impact and understanding permeates the whole service.
- Further refine and embed the business planning process, to include the bespoke aspects within each of the LA Annexes, ensuring effective use of resources, effective communication and consultation with key partners and monitoring of impact.
- To work with LAs to develop a Risk Register to monitor more closely the performance of vulnerable schools.
- To further refine the partnerships and contracts that the region has to ensure that roles and responsibilities are clearly defined, that they are having the appropriate impact on outcomes, have a clear link to regional and company priorities and provide value for money.
- Produce a written Workforce Strategy.
- To fully support and contribute to the regional work streams with LAs to share best practice, join up work more fully between wider services and to realise economies of scale.
- To further accelerate cross regional working to facilitate the sharing of practice between consortia.

4. Regional strategy to address National Priorities and embed the Self-Improving System



This image shows the EAS definition of the Self Improving System, and the important characteristics and features of an effective system.

We define the self-improving system as one in which

- **Resources** shift from the centre to the system – from EAS to schools, so that schools have the time, money and people in place to support their own improvement and improvement in other schools
- **Activities** shift from central locations to schools, so that teachers and leaders work in live educational settings where real teaching, learning and leadership are happening
- **Responsibilities and Accountability** shift from the centre to the place where improvement is happening, so that schools share accountability for improvement of other schools

The EAS intends during the period of the plan to develop capacity in and improve the performance of the system in:

- Sharing practice, where we will improve the ways in which teachers or leaders share what they do and reflect together on why it works and how it could be adopted or adapted. This will include activities such as practice worth sharing, Excellent Teacher Programmes and pairing lead and emerging schools
- Challenge and support, where we will improve the ways in which teachers or leaders challenge each other to improve and support each other to find ways to address the challenge.
- Problem solving, where we will improve the ways in which professionals work together to identify a problem and design and implement a solution
- Professional learning, where we will improve the ways in which schools, teachers, leaders and others work together to deliver programmes of professional development to each other, including

activities such as host schools delivering development programmes and schools and EAS working together and in partnership with others (e.g. HE) to deliver a package of support or a programme.

- Research and development, where we will improve the ways in which we all work together to explore new areas of work and experiment with solutions that have not been tried before.



This image shows how EAS has structured and prioritised its work in order to deliver the national priorities expressed in QfL and QfL2. In our establishment of leadership and performance networks, we have focused on the relationships between school leaders, leadership teams, the EAS CA workforce and governors. This work has enabled us to focus on the key priorities in leadership across all phases in our schools (including post-16), on improving the quality of leadership in our schools, and on the key priority of closing the gap between the achievement of priority groups of learners.

In the pedagogy, curriculum development and curriculum reform networks we have mobilised groups of schools around the emerging priorities from WG such as the non-core GCSEs and WBQ. We support the curriculum and digital pioneers as a network of schools, and work closely with the LCS team and the LCS network. Running across the two domains, we have a well-established and funded network of over 20 Professional Learning school providers, who cover all of the milestones in the WG matrix plus engaging with our partner HEIs in the delivery of initial teacher education. These are the schools who in the next phase of development will underpin the realisation of the Successful Futures curriculum and the pedagogy and assessment expertise required by it.

In the period covered by the Business Plan, we will strengthen these networks and add to them further work on the development of the cluster-based approach to networks. This will enable us to use the network model to ensure that schools who have not so far engaged in, for example, the Pioneer programme for curriculum reform, will get access to schools in their own cluster who can support them in this work.

5. Regional Key Stage Targets 2016 – 2019

Foundation Phase									
All Pupils			FSM Pupils			non-FSM Pupils			
	2016 Actual	2017 Target		2016 Actual	2017 Target		2016 Actual	2017 Target	
FPI	88.8	89.5	FPI	77.3	79.0	FPI	91.9	92.1	
LLC English O5+	90.3	90.4	LLC English O5+	80.7	81.0	LLC English O5+	93.0	92.8	
LLC Welsh O5+	93.4	92.6	LLC Welsh O5+	84.5	82.3	LLC Welsh O5+	94.7	94.2	
Math Dev.O5+	91.3	91.7	Math Dev.O5+	82.4	82.7	Math Dev.O5+	93.8	93.9	
PSD O5+	95.0	95.3	PSD O5+	90.3	91.4	PSD O5+	96.3	96.2	
LLC English O6	39.3	39.9	LLC English O6	22.2	21.3	LLC English O6	44.2	44.7	
LLC Welsh O6	36.1	37.1	LLC Welsh O6	20.2	18.8	LLC Welsh O6	38.4	40.0	
Math Dev. O6	37.8	39.2	Math Dev. O6	21.0	21.5	Math Dev. O6	42.4	43.5	
PSD O6	59.0	59.7	PSD O6	38.7	39.0	PSD O6	64.5	64.7	
FSM/non FSM gap									
FPI	14.6	13.1							
LLC English O5+	12.3	11.8							
LLC Welsh O5+	10.2	11.9							
Math Dev.O5+	11.5	11.1							
PSD O5+	6.0	4.8							
LLC English O6	21.9	23.4							
LLC Welsh O6	18.1	21.3							
Math Dev. O6	21.4	22.0							
PSD O6	25.8	25.7							

Key Stage 2														
All Pupils					FSM Pupils					non-FSM Pupils				
	2016 Actual	2017 Target	2018 Target	2019 Target		2016 Actual	2017 Target	2018 Target	2019 Target		2016 Actual	2017 Target	2018 Target	2019 Target
CSI	89.9	90.5	90.2	89.2	CSI	80.8	81.4	80.2	78.6	CSI	92.3	92.6	92.5	91.6
English L4+	91.9	92.1	91.7	91.0	English L4+	83.9	83.9	82.7	81.6	English L4+	94.0	93.9	93.7	93.2
Welsh (1st) L4+	93.1	93.8	92.9	93.7	Welsh (1st) L4+	90.1	83.3	82.1	88.0	Welsh (1st) L4+	93.7	95.5	94.4	94.5
Maths L4+	91.7	92.2	92.3	91.1	Maths L4+	84.3	84.1	83.7	82.2	Maths L4+	93.7	94.1	94.3	93.2
Science L4+	93.2	93.4	93.6	91.9	Science L4+	85.7	86.1	85.7	83.8	Science L4+	95.2	95.1	95.4	93.8
English L5+	44.5	46.5	45.8	44.7	English L5+	23.9	25.1	27.0	25.9	English L5+	47.6	51.5	50.1	49.0
Welsh (1st) L5+	36.7	42.8	40.8	41.7	Welsh (1st) L5+	14.3	20.5	16.7	21.3	Welsh (1st) L5+	41.3	45.8	43.0	43.8
Maths L5+	46.0	46.5	44.3	44.0	Maths L5+	24.4	24.9	25.0	27.0	Maths L5+	51.6	51.5	48.7	48.0
Science L5+	46.6	47.7	46.4	45.2	Science L5+	25.0	26.0	27.0	26.2	Science L5+	52.3	52.7	50.9	49.6
Welsh (2nd) L4+	84.4	86.0	87.2	86.2	Welsh (2nd) L4+	71.9	74.6	75.5	75.5	Welsh (2nd) L4+	88.0	88.7	90.0	88.9
Welsh (2nd) L5+	29.5	31.5	33.3	33.4	Welsh (2nd) L5+	16.0	16.3	17.6	20.8	Welsh (2nd) L5+	33.1	35.1	37.0	36.5
FSM/non FSM gap														
CSI	11.6	11.2	12.3	13.0										
English L4+	10.1	10.0	11.0	11.6										
Welsh (1st) L4+	3.6	12.2	12.4	6.5										
Maths L4+	9.4	10.0	10.5	11.0										
Science L4+	9.5	9.0	9.7	10.0										
English L5+	23.7	26.4	23.1	23.2										
Welsh (1st) L5+	27.1	25.3	26.3	22.5										
Maths L5+	27.2	26.5	23.7	21.0										
Science L5+	27.2	26.7	23.8	23.4										
Welsh (2nd) L4+	16.1	14.1	14.5	13.3										
Welsh (2nd) L5+	17.2	18.8	19.4	15.7										

Key Stage 3

All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	83.8	88.2	87.8	87.1	CSI	65.8	74.8	77.0	78.4	CSI	88.4	91.2	90.2	89.1
English L5+	87.5	90.6	90.2	91.6	English L5+	73.0	79.3	80.4	83.3	English L5+	91.3	93.3	92.4	93.5
Welsh (1st) L5+	87.4	89.8	90.8	90.9	Welsh (1st) L5+	67.2	73.3	84.6	87.0	Welsh (1st) L5+	91.0	92.7	91.8	91.6
Maths L5+	89.0	91.3	91.3	92.7	Maths L5+	75.3	81.0	82.4	85.4	Maths L5+	92.4	93.7	93.3	94.5
Science L5+	91.5	92.9	92.0	93.7	Science L5+	80.7	83.4	82.7	87.4	Science L5+	94.3	95.1	94.2	95.2
Welsh 2nd Lang L5+	81.8	86.7	86.9	87.8	Welsh 2nd Lang L5+	64.4	71.4	76.5	76.8	Welsh 2nd Lang L5+	86.5	90.4	89.4	90.4
English L6+	52.9	56.5	57.9	58.3	English L6+	28.1	35.3	38.0	39.3	English L6+	59.1	61.4	62.5	62.8
Welsh (1st) L6+	51.7	40.5	34.6	39.7	Welsh (1st) L6+	37.7	21.7	12.3	20.8	Welsh (1st) L6+	54.2	43.9	38.1	43.0
Maths L6+	60.2	62.8	62.6	65.2	Maths L6+	35.3	40.9	44.6	45.8	Maths L6+	66.4	67.9	66.7	69.8
Science L6+	59.7	61.2	62.7	64.8	Science L6+	36.7	39.7	44.2	44.3	Science L6+	65.5	66.2	66.9	69.7
Welsh 2nd Lang L6+	40.2	49.9	53.9	54.4	Welsh 2nd Lang L6+	18.5	26.4	33.8	33.8	Welsh 2nd Lang L6+	45.7	55.4	58.6	59.3
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
CSI	22.7	16.4	13.2	10.7										
English L5+	18.2	14.0	12.0	10.2										
Welsh (1st) L5+	23.8	19.4	7.2	4.6										
Maths L5+	17.2	12.6	10.9	9.0										
Science L5+	13.6	11.7	11.5	7.8										
Welsh 2nd Lang L5+	22.1	19.0	12.9	13.6										
English L6+	31.0	26.1	24.5	23.6										
Welsh (1st) L6+	16.5	22.2	25.8	22.2										
Maths L6+	31.1	27.0	22.1	24.0										
Science L6+	28.8	26.5	22.8	25.4										
Welsh 2nd Lang L6+	27.3	29.0	24.8	25.5										

Key Stage 4

All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
L2 inclusive	55.5	59.2	62.3	67.4	L2 inclusive	30.5	36.5	40.3	46.5	L2 inclusive	62.5	64.8	67.9	72.7
L2	77.8	77.5	79.4	80.2	L2	61.1	56.8	58.9	64.0	L2	83.7	83.0	84.1	83.9
L1	94.4	94.4	95.9	93.4	L1	90.6	88.2	89.2	90.5	L1	97.6	97.1	97.6	94.1
English A*-C	64.2	65.6	68.3	72.3	English A*-C	39.6	42.9	46.5	53.2	English A*-C	71.2	71.3	73.7	77.1
Welsh (1st) A*-C	68.0	64.0	67.7	81.8	Welsh (1st) A*-C	36.6	59.5	50.9	63.3	Welsh (1st) A*-C	68.4	64.5	70.4	85.1
Maths A*-C	63.6	65.4	68.5	71.8	Maths A*-C	39.8	41.8	46.6	50.3	Maths A*-C	70.5	71.3	73.8	77.0
Maths Numeracy	0.0	63.4	66.9	71.0	Maths Numeracy	0.0	38.9	44.6	49.4	Maths Numeracy	0.0	69.4	72.3	76.2
Science 1st Qual	76.7	70.0	68.7	72.7	Science 1st Qual	65.9	49.6	48.1	51.4	Science 1st Qual	81.2	75.3	73.7	77.8
Science 2nd Qual	-	66.2	66.5	70.9	Science 2nd Qual	0.0	45.7	46.6	49.5	Science 2nd Qual	0.0	71.4	71.3	76.1
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
L2 inclusive	32.0	28.2	27.6	26.1										
L2	22.5	26.2	25.3	19.9										
L1	7.0	8.9	8.4	3.5										
English A*-C	31.6	28.3	27.2	23.9										
Welsh (1st) A*-C	31.8	5.1	19.5	21.8										
Maths A*-C	30.7	29.5	27.1	26.7										
Maths Numeracy	0.0	30.5	27.7	26.9										
Science 1st Qual	15.3	25.8	25.6	26.5										
Science 2nd Qual	0.0	25.7	24.7	26.5										

Note: As advised by individual LAs, EOTAS figures for this year's Yr11 cohorts are:

Blaenau Gwent – no confirmation of numbers

Caerphilly – 55

Monmouthshire – 5

Newport – 18

Torfaen - None

All Pupils	2016	2017	2018	2019
	Actual	Target	Target	Target
Capped Pts 9	-	352.4	361.2	366.4
A*/A English	10.3	15.6	14.0	13.7
A*/A Welsh	5.3	6.0	8.9	12.9
A*/A Mathematics	16.4	17.9	17.4	18.8
A*/A Science	12.1	14.9	13.4	11.3

Key Stage 2 EAS				
All Pupils	2016	2017	2018	2019
	Actual	Target	Target	Target
En Oracy L4+	92.9	93.4	93.3	92.1
En Reading L4+	91.7	92.0	91.7	90.7
En Writing L4+	87.1	87.8	87.5	88.1
We Oracy L4+	94.8	96.1	95.0	95.2
We Reading L4+	92.6	93.9	92.9	93.4
We Writing L4+	87.7	88.4	89.8	90.5
En Oracy L5+	48.0	48.3	49.0	47.4
En Reading L5+	46.0	47.6	47.7	47.0
En Writing L5+	35.9	38.5	38.4	37.4
We Oracy L5+	39.1	44.2	43.2	42.9
We Reading L5+	37.4	42.6	42.1	42.8
We Writing L5+	30.0	35.0	35.4	38.3

Key Stage 3 EAS				
All Pupils	2016	2017	2018	2019
	Actual	Target	Target	Target
En Oracy L5+	87.2	91.4	91.2	92.7
En Reading L5+	85.6	90.5	90.1	91.4
En Writing L5+	80.8	88.4	88.7	90.4
We Oracy L5+	86.7	89.1	92.5	91.5
We Reading L5+	86.9	89.3	91.0	90.0
We Writing L5+	72.4	88.3	88.8	88.4
En Oracy L6+	54.1	58.8	61.3	60.9
En Reading L6+	51.1	56.0	57.9	58.6
En Writing L6+	42.2	52.1	55.5	56.1
We Oracy L6+	47.0	41.0	36.0	41.8
We Reading L6+	52.2	41.0	34.6	40.7
We Writing L6+	36.5	36.1	33.5	32.0

LA Attendance targets

Primary	2016	2017	2018	2019
	Actual	Target	Target	Target
Blaenau Gwent	94.5	95	95.2	95.4
Caerphilly	94.6	95.3	Not set	Not set
Monmouthshire	95.7	96.1	96.15	96.2
Newport	94.5	95	95.1	95.2
Torfaen	94.6	96	96.5	97

Secondary	2016	2017	2018	2019
	Actual	Target	Target	Target
Blaenau Gwent	94	94.6	94.8	95
Caerphilly	93.4	94.0	Not set	Not set
Monmouthshire	94.7	95	95.1	95.2
Newport	93.2	93.7	93.8	93.9
Torfaen	93.7	95	95.5	96

Draft

6. High Level Accountability Criteria for Business Plan 2017-2018

Section from Business Plan	Success Criteria <i>(These are in addition to the pupil targets at regional and LA level and to the detail contained in Local Authority Annexes)</i>
1. Support for School Improvement	<ol style="list-style-type: none"> 1. The majority of secondary schools will be above or at least in line with WG 2b modelled expectations for L2+. 2. >50% of secondary schools will be within 5% of their latest progress towards target submission for the L2+. 3. The number of schools placed in or remain in Estyn statutory categories will reduce from 6 (5 in SI and 1 in SM) in 2015-2016 to <5 in 2016-2017 and <3 in 2017-2018. 4. Primary Estyn outcomes will improve so that no more than 20% of schools are judged to be adequate or below. 5. Secondary Estyn outcomes will improve so that no more than 50% of schools are judged to be adequate or below. 6. Challenge Advisers will monitor school's plans for their use of PDG, ensuring that plans meet requirements and focus appropriately on improving outcomes for vulnerable learners. These will be based on practices that have been proven to improve outcomes (Sutton Trust Toolkit). 7. A regional approach to Assessment, More Able, 14 – 16 and Post 16 agenda will be developed and implemented. 8. The % of Sixth Form Leadership rated as good or better will increase from X% to X% by 2018 9. Effective training led by HR will ensure that regional policies (performance management and capability) are effectively implemented in schools. 10. There is effective bespoke support for NMS which impacts positively on children's standards, effective leadership and management and improved classroom practice.
2. Pupil Wellbeing and Equity in Education	<ol style="list-style-type: none"> 1. Outcomes for pupils faced with the challenges of poverty improve at each key stage across the region and the gap between FSM and Non-FSM Learners will decrease. 2. Analysis indicates that PDG has been allocated effectively, based upon evidence based research in most schools. 3. Impact from the professional learning offer to address wellbeing indicate positive impact at school level. 4. The use of a cluster approach to address the needs of vulnerable learners has been adopted in a majority of schools in this year.
3 Professional Learning: Pedagogy and Leadership	<ol style="list-style-type: none"> 1. Professional Learning (PL) Pioneers will deliver the Professional Learning Regional Offer on a cluster basis, as appropriate. 2. Improvements in the quality of teaching will be noted through Estyn reporting and Categorisation Step 2 3. Training for middle leaders will further develop leadership capacity in schools resulting in improved pupil outcomes. Most schools where middle leaders attend training for developing middle leadership demonstrate improved outcomes in key performance indicators 12 months after exit from the programme. 4. The Excellence in Teaching Guidance will be updated to incorporate wellbeing and curriculum developments and training will be provided to all schools through the PLO.

	<ol style="list-style-type: none"> An Excellence in Leadership / Governance Guidance document will be devised and shared with school leaders / governors and training will be provided to all schools through the PLO. Appropriate links will be made with Higher Education Institutions (HEIs) to develop the Initial Teaching Education programmes across the region.
<p>4. Curriculum and Assessment: Literacy (English and Welsh) and Numeracy and Science</p>	<ol style="list-style-type: none"> The Regional Literacy / Numeracy Strategy will be implemented. Most English / Welsh/ Maths departments that receive bespoke support demonstrate improvements in teaching and leadership at both Key Stages. Improve formative assessment and the accuracy of teacher assessment (FP-KS3) based upon the number of profiles that are disagreed. Cluster networks for curriculum development will be established and will deliver on key strategies. Most clusters will demonstrate effective impact. The Welsh Strategy is effectively delivered.
<p>5. Curriculum and Pedagogy: Wider Curriculum and Pioneer Development</p>	<ol style="list-style-type: none"> Practitioners receive effective support and guidance in the delivery of the new Non-core GCSE Qualifications - <i>Performance of GCSE subjects remains stable following qualification change and makes a positive contribution to the capped 9 performance measure (including FSM learners).</i> Schools continue to embed the Digital Competence Framework in to their planning to ensure delivery by September 2018. Curriculum Hubs for Welsh Baccalaureate and non-core GCSE subjects established in ALL areas, providing support and guidance for schools with the new GCSE specifications A robust regional support programme provided for Pioneers and partner schools through a cluster model of delivery.
<p>6. The Self-Improving System</p>	<ol style="list-style-type: none"> The regional Self Improving System strategy is understood by most stakeholders. A Cluster approach to capacity building will be established. Research development and reporting through HEI's captures a wide range of regional developments and identifies strengths and further areas for improved collaboration. There is evidence that is based upon research and captured through FADE that school to school activity and networks of professional practice are having an impact on pupil outcomes, quality of teaching and leadership.

7. Detailed Business Plan April 2017 – March 2018

Progress towards meeting the actions and the related success measures (notes above) within the Business Plan 2017-2018 will be reviewed in line with the Annual Self Evaluation Timetable, this includes a review of risk. Interim impact will be captured via FADE process, again adhering to the Annual FADE Timetable. Reporting mechanisms for these reviews are contained within these documents. Detailed resource allocation for each of the plans below are contained within the Financial Overview 2017-2018 document. Value for Money assessment will be made against identified actions and captured in FADE reports. All Regional Strategies will be consulted upon via the agreed networks.

Detailed Action Plans to deliver the overarching aims:

1. Business Plan: Challenge Adviser, Post 16, Foundation Phase

Office responsible for leading, monitoring and reporting on delivery: Kirsty Bevan, Assistant Director

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- The failure to recruit and retain good quality Challenge Advisers which impacts on quality of provision.
- The failure to improve KS4 pupil outcomes, particularly those of eFSM learners.
- Target setting and progress towards targets information remains unreliable in a minority of schools.
- The failure to implement an effective strategy for closing the gap may have a negative impact on long term outcomes for eFSM learners across the region.

Links to Estyn / WAO recommendation: R1, R2

Links to Qualified for Life 2: Pupil Wellbeing and Equity in Education, Curriculum and Assessment: Leadership, Pedagogy, Self Improving System

Key Actions required to meet the overarching Success Criteria

1.1 Challenge Advisers will implement the CA Work Programme for 2016-2017 and 2017-2018 to include:

- Criterion-driven and evidence-based national categorisation, providing relevant update training to all stakeholders as appropriate.
- The implementation of the SEWC Intervention Framework, ensuring bespoke support for all yellow, amber and red schools (see below).
- The implementation of the Schools Causing Concern protocol where appropriate.
- The review of all SDPs and grant spend in all schools.
- Support and challenge to schools in target setting and progress towards targets submissions.
- Headteacher Performance Management in line with the school's cycle.
- Writing accurate pre-inspection evaluations for all schools (updated termly) and LA / Estyn monitoring reports as required.
- Reporting to the governing bodies of all yellow, amber and red schools. This will include the presentation of the school's categorisation report and key areas for development for the school.

1.2 National Categorisation process will be implemented in all schools across the region

- Categorisation visits will take place in all schools. In current yellow, amber and red schools these will be led by Challenge Advisers and quality assured by Principal Challenge Advisers. In green schools, peer review triads will work with an allocated link Challenge Adviser for categorisation. Reports will be quality assured by the Principal Challenge Advisers.
- The Regional Moderation panel will comprise of the senior leaders in the consortium overseeing the work with each local authority (PCAs), a representative Director / Chief Education Officer from within the region and Headteacher representation from primary, secondary and special schools.
- Challenge Advisers will share categorisation reports with schools' governing bodies in yellow, amber and red schools. Amber and red schools will be prioritised during the autumn term.

1.3 The development of bespoke support packages / support plans / intervention plans and progress towards these

- Challenge Advisers will ensure that all yellow, amber and red schools have a bespoke support package / plan in line with the key areas for development identified through national categorisation. These plans will be devised with the school and include a total number of CA days' support. Support schools and sharing of practice through networks will be identified within these plans.
- Support plans will signpost schools to relevant CPD opportunities, e.g. ETF programmes for identified teachers, Middle Leadership programme. All Challenge Adviser activity will be recorded through notes of visit reports.

1.4 The Education Improvement Board (EIB) Protocol will be implemented in all Amber and identified Yellow schools.

1.5 The Regional Schools Causing Concern Policy will be implemented consistently in all LAs.

- Challenge Advisers will monitor the progress of schools towards intervention plan actions. Where progress is limited or slow, CAs provide a timely alert to PCAs, outlining the reasons why this is the case so that the LA are fully informed and can take appropriate action in line with the SCC protocol.
- For schools with a designated religious character the appropriate religious authority will be kept informed of any concerns in relation to such schools and will work in partnership with the authority, the EAS and the school to ensure their early resolution.
- A risk register of schools causing concern will be created and shared with all SEWC Directors on a half-termly basis. This will include schools where progress is considered too slow (either limited / satisfactory). The progress of these schools and actions taken by the LA and EAS will be closely monitored to improve regional consistency at LA level.

1.6 Target Setting and Progress Towards Targets process will be implemented across the region

- Challenge Advisers will use FFT, WG modelled estimates and pupils' prior performance information to support the target setting process and ensure appropriate challenge.
- Target setting challenge forms will be used by all Challenge Advisers for all schools to record approval of submitted targets if appropriate, attendance and local targets and a rationale for targets which initially appear to have insufficient challenge.
- All submitted targets will undergo a process of challenge and review by both the Challenge Adviser and the Principal Challenge Adviser.
- Progress Towards Targets will be collected and shared with LAs at three points during the year: December, March and June.
- English/Welsh and Maths Advisers working in all secondary schools will be actively involved in the submission of progress towards targets information, confirming or raising concerns over the accuracy through the scrutiny of first-hand evidence including scrutiny of pupils' work /

assessments.

- Challenge Advisers will complete a FADE analysis of progress towards targets' information. This will include discussion on a wider range of performance indicators including: CPS and A*-A and the performance of eFSM learners. This information will be shared in a timely manner with LA Directors / Chief Education Officers by PCAs.

1.7 Transition from SCC: From March 2017, following a gradual transition process since November 2016, all SCC schools will move to a regional approach. All previous SCC Advisers will be effectively line managed by Principal Challenge Advisers through the implementation of the Supervision protocol. Challenge Advisers will monitor and identify any risks in a school's financial position in partnership with LA finance officers following the removal of SCC funding. Any concerns will be shared with LA Directors / Chief Education Officers in a timely manner to enable prompt action to be taken.

1.8 Agreement of PDG and the impact on eFSM performance

- Challenge Advisers and school leaders will be trained on the use of the Sutton Trust Toolkit (Joint training with CA team / BIS)
- The identification and sharing of eFSM performance will improve through a thorough analysis of where performance is the strongest and weakest at school level of a 3-year period. This will enable Challenge Advisers to provide further challenge of spend where needed and know where there is best practice to broker support.
- Challenge Advisers will review any PDG planned spend and record the school's rationale. Where there are concerns over a school's planned spend, these will be recorded, shared with the PCA and then escalated to the LA Director / Chief Education Officer if required.
- Challenge Advisers will encourage the use of PDG on a cluster basis to enable sharing of resources to maximise impact.
- All schools will use MySID to record grant spend and a regional overview of PDG spend for each financial year will be provided to SEWC Directors.
- Through target setting, progress towards targets and EIB meetings in schools, the performance of eFSM learners will be monitored and challenged where appropriate.
- Continue to implement the SEWC Best Practice Case Study protocol to enable CAs to identify good practice case studies that have impacted on provision/outcomes, focusing on eFSM performance. CAs will utilise the leadership time-bank with schools.

1.9 Networking Opportunities for Schools

- Review the impact of the 'Growing Green and Aiming for Excellence' programme. Provide training for new green schools (2016-2017) and allocate triads. Link Challenge Advisers will ensure that the work of triads is on track and FADE impact reports will be provided. Following review, plan for further networking opportunities.
- Explore and further develop networking opportunities for primary and secondary schools through a predominantly cluster based approach (pilot from November 2016-March 2017)

1.10 Curriculum and Leadership Development

- CPD/training for Challenge Advisers will be provided on WG initiatives, e.g. Pioneer Schools, Lead Creative Schools.
- A Review of the KS3 curriculum in identified schools within each LA (including pedagogy and assessment) to ensure compliance with Successful Futures and maximise pupil attainment in the new KS4 specifications and measures will be completed. Good practice will be shared.

- Principal Challenge Advisers will lead on training for school leaders on effective school development planning and self-evaluation. This will encompass the use of MySID as a tool to support this process, using regional primary and secondary good practice case studies.
- Principal Challenge Advisers will work with BIS colleagues and identified Headteacher to deliver the middle leadership programme on cohort or INSET basis.

1.11 The regional strategy for More Able will be implemented

- The regional MA Strategy will be created through collaboration with an internal strategy group and a regional group for the development of MA (to include representatives from LAs, schools, governors). The regional 14-19 strategy will be linked to this overall strategy including an agreed role for Seren learners in secondary school in support of other MAT learners. Regional guidance for the use of early entry examinations will be included.
- Collaboration with NACE Cymru and provision of training and networking will be established.
- Learning hubs for MA will be identified and action plans in place for joint working and sharing of best practice.

1.12 The regional strategy for assessment will be implemented

- A regional guidance document will be published that:
 - Uses guidance from Estyn and Sutton Trust, Successful Futures (and other examples of International practice) to inform the strategy.
 - Draws upon exemplification materials.
 - Links to the guidance within the ETF.
 - Links with national developments in teacher assessment and the regional work that has already been undertaken through the STAP programme.
 - Builds upon the current best practice within the region and across the other regions, link with educational research.
 - Gives clear advice on how to track and monitor progress of learners, particularly those vulnerable groups.

1.13 Regional approach to the 14-16 and Post 16 agenda will be refined

- A regional approach to the 14 – 16 and Post 16 agenda will be developed through a working group and agreed with LAs. Wider research regarding effective 14-16 provision across Wales (and Internationally) will be conducted to inform this approach. Guidance for CAs will be developed to use when they are discussing curriculum provision options for learners.

KS5: The Challenge Adviser for KS5 will collate and analyse the A level and UCAS destinations data at the end of 2016-2017 to identify the impact of the Seren project alongside the performance of other learners in 6th form as well as performance against the original key performance indicators. The KS5 Challenge Adviser will work with BIS colleagues and mainstream Challenge Advisers to:

- Identify an appropriate approach to improve the teaching and learning of A levels across the region.
- Develop a programme of activity to improve the effectiveness of leadership in 6th form.
- Establish guidance on effective working in S2S setting.
- The KS5 Challenge Adviser will establish an approach to consistent target setting at KS5 using ALPS through:

1.14 Work with the Specialist HR Service: Joint training led by Challenge Advisers / HR will continue - Effective Performance Management and Addressing performance concerns. Additional guidance and information will be included such as exemplar performance management objectives. Training will be provided for all school leaders on the regional Capability Policy. Headteacher from the primary and secondary phase will support this training.

1.15 Local Authority Quality Assurance Protocol: Principal Challenge Advisers will implement the LA QA protocol with lead Education Officers / Directors / Chief Education Officers in each LA. This will focus on communication / information sharing, progress of schools causing concern, schools at risk and the quality assurance of EAS work.

1.16 Joint working with LAs

- LAs will share relevant information on attendance, vulnerable learners and exclusions with PCAs through LA QA meetings.
- Where there are concerns regarding attendance or pupils' well-being, support plans / intervention plans will identify these as key areas for development and Challenge Advisers will engage with LA Officers in devising appropriate support. Progress will be monitored through termly updates of support packages in yellow schools and through EIBs / Intervention Meetings in amber and red schools.
- Through wider group meetings held in each LA, any concerns / risks regarding a school's performance (Safeguarding, Finance, Attendance, ALN, H&S) will be shared in a timely manner with the Principal Challenge Adviser and actions agreed.

1.17 Non-Maintained Settings (NMS)

- All NMS will receive bespoke support and will have an agreed plan based on their individual needs. This will be devised by the Advisory teacher and lead for the setting.
- The lead Challenge Adviser for NMS will meet regularly with LA leads to ensure effective collaborative working.
- All pre-inspection evaluations will be written by the advisory teachers and will be quality assured. These will be shared with LAs within 3 working days of submission to Estyn wherever possible.

Business Plan: Pupil Wellbeing and Equity in Education

Office responsible for leading, monitoring and reporting on delivery: Kevin Palmer, Assistant Director

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- The failure to implement an effective strategy for closing the gap may have a negative impact on long term outcomes for eFSM learners across the region.

Links to Estyn / WAO recommendation: R1

Links to Qualified for Life 2: Pupil Wellbeing and Equity in Education, Leadership, Pedagogy

Key Actions required to meet the overarching Success Criteria

2.1 Continue to embed the current Professional Learning Offer aimed at improving the teaching and leadership to improve the outcomes for learners facing the challenges of poverty. The offer will be improved to ensure that PRU settings and those educating Looked After Children (LAC) have access to appropriate training, resource and networks.

2.2 Introduce a Professional Learning Offer (delivered by schools) that encompasses:

- Pupil preparedness to learn
- Developing Growth Mindsets
- Understanding the link between child development and pupil wellbeing
- The role of the Family Engagement Officer and effective models of Team around the 'School / Child'
- Engagement with the new curriculum and the AoLE for Wellbeing

2.3 Continue with the support being offered to secondary schools in the support plans for School Year 16-17.

- Support for parental Engagement in the run-up to Exams in Y11
- Support for Revision in Y11
- Support for Intervention in Y11

2.4 Continue with key aspects of our support for teaching and leadership to close the gap

- Professional Learning in use of Evidence Based Approaches to Teaching and Learning: This is designed to provide teachers with an insight into the practical application of evidence-based approaches to teaching from the Sutton Trust-EEF Teaching and Learning Toolkit
- Professional Learning in leadership and Governance to closed the gap – focus on key guidance from a variety of sources on the role of leadership in addressing the challenges of poverty
- Better Mechanisms through Challenge Advisors and the BIS team to fully evaluate the impact of such investment on pupil outcomes at school level

2.5 Undertake school-based Research and Development specifically in the area of closing the gap in partnership with a partner HEI. This will focus on the determinants of success in addressing the challenges, and the roles of relevant partners

2.6 Work more closely with LAs to ensure a role for wider family and youth services in our provision of services to schools. This is emerging work, but will result in higher levels of engagement of the relevant service areas in our support for schools, and a greater understanding in the LAs' service areas of the work we do to help school face the challenge. Facilitate a drive toward a cross-region anti-poverty strategy in partnership with our LAs.

2.7 Work to include cluster data in the FSM data profile. This is an underpinning to the work of clusters, and will enable schools to see data on a cluster, LA and regional basis when considering how to work collaboratively to close the gap

2.8 Continue to provide the Regional Strategy for Looked After Children and further develop;

- Use of data to inform planning and target setting
- Capturing the impact of training and intervention
- Sharing best practice within and across regions

2.9 Work closely with LAs and other partners to establish the most effective means of measuring pupil wellbeing.

3. Business Plan: Professional Learning: Pedagogy and Leadership

Office responsible for leading, monitoring and reporting on delivery: Mike Cameron, Professional Learning Lead and Elizabeth Everson, Governor Support Services

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- Current resource cannot fulfil requirements for the coordination of all milestones at accredited and unaccredited level.
- The inability of the company to support the development and delivery of the new curriculum Incorrect advice provided leading to an impact on the reputation of the service/ organisation and potential for financial redress to be sought.
- Budget Reduction due to a decrease in number of schools purchasing SLA and Federation / amalgamation of GB's.
- New Governance regulations due for implementation from September 2017 which may lead to a major change in the support required for Governors.

Links to Estyn / WAO recommendation: R2
Links to Qualified for Life 2: Leadership, Pedagogy, Self Improving System

Key Actions required to meet the overarching Success Criteria

3.1 Improve the communication of all of the Career Development milestones (Aspiring Teacher – Experienced HT) within the workforce and develop robust impact capture mechanisms into each.

3.2 Continue to work on the actions identified in the Cross Regional Plan to develop a consistent Leadership offer across Wales and to attract high quality leaders and teachers to work within Wales. As appropriate link with the National Leadership Board and the National approach to Professional Learning.

3.3 Work closely with the Education Workforce Council (EWC) to support the roll out of the Professional Learning Passport and the links this has with the regional Professional Learning Offer and case study / action research.

3.4 Develop a clear and understandable methodology to assist schools to improve the quality of teaching by;

- Reviewing the EAS Excellence in Teaching Framework to ensure that it is fit for purpose with the new developments in both curriculum and pupil wellbeing.
- Building upon the current professional offer and link with curriculum teams to ensure that each cluster has access to a Pioneer Professional Learning Partner school.
- Extending the workshop programmes to include case study and best practice delivery of engaging FSM learners and other vulnerable groups.
- Using the new professional teacher standards from September 2017 in all schools – workshops to be delivered in collaboration with the Pioneer Schools who have trailed the materials and related case studies to ensure effective implementation across the region.
- Sharing of effective performance management routines through the development of the guidance materials and ongoing workshops that are provided by Specialist HR and CAs using schools as case studies.
- Use the Schools as Learning Organisations matrix from OECD – roll out planned to commence summer term 2017.
- Implementing the Curriculum Transformation toolkit from EAS - roll out planned to commence summer term 2017.

3.5 Embed and improve the leadership offer to schools by;

- Creating an EAS Excellence in Leadership Framework in line with the developments of the new Professional Leadership Standards for Wales.
- Embedding the current Leadership Networks and the Professional Learning Offer for Leadership across the region and systematically reviewing, improving and capturing the impact of programmes.
- Engage with HEIs to enhance the current Leadership Offer and offer accreditation where appropriate
- Introduce a programme for Headteachers who are capable of leading more than one school ‘Executive’ role
- Enhance the mentor capacity to support Headteachers / leaders who are experiencing difficulty in their current role
- Continue the shared programme with CSC to deliver Leadership training to Faith Schools

Governors:

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- Enhance the Governor Training and Strategic Development programme 2017-2018 to ensure it complements the local and national agenda for Leadership.
- Develop an Excellence in Governance Toolkit and Framework
- Provide training for Governors to be able to effectively interpret the Cluster data packs
- In collaboration with the CA identify three key areas that require improvement in each school and ensure that these areas remain agenda items for each governors meeting. In addition, develop a bank of challenge questions for individual development areas such as attendance, FSM performance, gender gap etc. to accompany report.
- Further develop the role of the Closing the Gap Governor to enable them to take a lead in challenging the performance of FSM pupils in relation to Sutton Trust toolkit. Develop the role of More Able & Talented Link Governor to enable them to take a lead in challenging in this area and in understanding the Regional More Able Strategy.
- Support for Governors in respect of New regulations

3.6 Further development of Support Staff Professional Learning programme by;

- Identification of Lead Professional Learning Pioneer schools (Cluster based wherever possible) for the development of Professional Learning Offer for Support Staff. Create and run a pilot programme through summer and autumn 2017, review and refine as appropriate. A cluster model will be identified for roll out spring 2018.
- Expand the current offer for Business Managers and share best practice within and across regions.

3.7 Strengthen Initial Teacher Education by;

- Investing in capacity within the region to facilitate the links with HEIs and ITET programme delivery
- Identifying the most appropriate schools to be involved in design work with HEIs
- Identifying Lead schools through appropriate regional intelligence, cluster wherever viable
- Implementing a transparent and manageable process that can be adopted by regional schools for high impact on trainee teachers
- Further developing the Graduate Teacher Programme (GTP) across the region in collaboration with HEI partners to attract and retain high calibre mature graduates into teaching through a re-designed GTP.

3.8 Further develop the use of research to evaluate the impact of programmes and help to shape the construction of new programmes by;

- Embedding research to inform and drive teaching and leadership to support all learners in regional schools
- Creation of research post to work directly with HEI's and delivery schools to inform and QA existing practice
- Developing bespoke courses delivered at most appropriate points in schools

3.9 Increase the capacity of Pioneer schools so they are able to deliver the regional programmes and also enhance the cluster approach by;

- Using regional intelligence to select schools with specialisms for Professional Learning
- Building capacity through funding and sharing of professional practice, through clusters where viable and share case studies where impact from programmes has improved teaching and / or leadership
- Integrating all service offers into the school to school programmes more effectively over the next 2 years

3.10 Deepen understanding of the Professional Learning Model by;

- Commissioning school based (Professional Learning Pioneers) research into the impact of each of the four strands of the WG Professional Learning Model on practice.
- Commission an accredited research programme which will be led by the Service Area Lead with partner schools to enable sharing of best practice and learning across clusters, region and cross regions.

4. Business Plan: Curriculum and Assessment - Core Subject Development: Literacy and Numeracy and Science

Officer responsible for monitoring and reporting on delivery: Tracey Abdulla, Lead for LLC / Linda Thomas, Lead for Numeracy, Science and Technology

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- The failure to improve Level 2 outcomes at GCSE could lead to long term negative effects on the perception and confidence of schools in the company.

Links to Estyn / WAO recommendation: R1, R2

Links to Qualified for Life 2: Pupil Wellbeing and Equity in Education, Leadership, Pedagogy, Self Improving System

Key Actions required to meet the overarching Success Criteria

4.1 Revisit English/ Literacy/ Numeracy strategy to create a joint strategy with stakeholders from across the region. Set out non-negotiables in the 'Holistic' Literacy Strategy to engage and coordinate Flying Start officers/Parent Groups and Governors. The offer will develop to ensure it is reflective of the need to develop the number of teachers and support staff who are able to deliver through the medium of Welsh.

4.2 Professional Learning Offers 2017-2018 for Literacy / English /Welsh 1st and 2nd Language / Numeracy will focus on the development of teaching and leadership. Particular focus will be given to progressing the outcomes for FSM learners and other vulnerable groups, for learners at the point of transition from primary to secondary schools, staff within PRUs and ALN settings. Impact capture methodology from the programmes will be improved.

4.3 The LLC / NST team will work on the bespoke actions contained in LA Annexes and will report on a bi-annual basis the progress made towards meeting these.

4.4 Cluster support to improve outcomes from Foundation phase through to KS4 in English / Welsh

Each member of the LLC team will be allocated clusters to support. They will:

- Support the cluster lead to identify best practice and areas for development,
- Work with the cluster leads to provide high quality support and in school training to maximise impact on teaching and learning in identified schools and
- Monitor impact of support on a six -weekly basis with the cluster lead.
- Provide all schools with support for the teaching and assessment of oracy from Foundation Phase through to KS4 using a skill based approach whilst maintaining the holistic teaching of oracy, reading and writing.

Cluster support to improve outcomes from Foundation phase through to KS4 in Numeracy / Maths linked to the National Network for Excellence in Mathematics (NNEC).

- Introduction of cluster numeracy leads in all LAs and option for extended training leading to accreditation
- Networking of existing lead practitioners to complement the work of Pioneer Schools in relation in mathematics/numeracy.
- Co-delivery of primary annex projects with leads in mathematics teaching schools
- Further development and collation of exemplar numeracy materials (LNF tracker and EAS drop-box/app).

Cluster support to improve outcomes in Science linked to the National Network for Excellence in Science.

4.5 Support for Cluster moderation / verification Teacher Assessment 2017

- Follow the Nationally agreed guidance and documentation
- Cluster support for moderation and verification of learner profiles
- Written reports following attendance at cluster events
- Follow up activity with CAs where profiles are contested

4.6 Implement secondary intervention strategy in English / Welsh and Maths departments

- Provide support for the introduction of new curriculum specifications
- Bespoke support and challenge in their own setting.
- Support tailored to the needs of the school as identified in collaboration with the leadership team and head of department.
- Support will be a combination of whole department training, one-to-one-coaching and leadership mentoring.
- Complemented by the Middle Leadership Programme
- Review of the 'read across' between departments and the effect on pupil outcomes

Science: Revised differentiated support programme provided for 'high risk' departments.

4.7 Provide bespoke support for primary intensive schools

- Primary team to provide high quality support to identified schools across the region with appropriate levels of support and in-school training to maximise impact on teaching and learning.
- Monitor support and impact on a six- weekly basis.
- Build capacity in the school by working with changemakers to monitor and ensure progress is being made by all.

Science: Build capacity through a Primary science co-ordinator who will facilitate the above through networks of professional practice at cluster level.

4.8 Siarter Iaith Genedlaethol / PCAI (Language Charter) – Grant

- Implementation of the National Language Charter to improve the social and informal use of Welsh (oracy skills) in schools according to the national implementation plan.
- Charter cluster leads supported to identify best practice and opportunities for a cluster approach to development.

4.9 Bilingualism Development – Implementation of an adaptation of the national Welsh Language Charter

- Primary team to support implementation of the language charter to promote and increase the use of Welsh by children in a whole school context. The charter's main aim is to promote a strong Welsh ethos in schools and to provide a range of enriching activities that propel the children to enjoy learning Welsh.

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Resource sharing and best practice by EAS and schools (including video clips)

- EAS verification of first round of Charter Bronze Awards by July 2018 and plan for Silver award development and further roll out in 2018-19-20.

4.10 Development of STEM

- Networking of STEM numeracy champions and secondary non-mathematics teachers to develop effective application of numeracy skills across the curriculum and improve the numeracy skills of learners.
- Networking of teachers across STEM including technology teachers in secondary
- Development of coding and computing in KS2 and KS3
- Support for changes in the technology curriculum through pioneer schools

4.11 Engagement with other regions and professional development

- Closer working relationships with other regional consortia to ensure that best practice from across Wales is shared with schools in our region enabling a broader resource for school to school support/ working.
- Many team members through engagement with PG Cert and further education to inform wider LLC of national research that may benefit the team and share with schools where appropriate.
- All team members to collaborate fully with the CTG champion and ensure that all training and support in school embeds the EAS support strategy and improves the teaching and learning of all vulnerable learners.

Business Plan: Wider Curriculum and Pioneer Development

Office responsible for monitoring and reporting on delivery: James Kent, Wider Curriculum and Pioneer Lead

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- The inability of the company to support the development and delivery of the new curriculum

Links to Estyn / WAO recommendation: R2

Links to Qualified for Life 2: Wellbeing, Leadership, Curriculum and Assessment, Self Improving System

Key Actions required to meet the overarching Success Criteria

5.1 Work closely with the CA team and Learning Intelligence to provide schools with a process for tracking across all non-core subjects.

Further develop the analysis of data from non-core subjects that EAS teams have access to enable challenge and support where necessary to improve the quality of teaching and learning within secondary schools.

5.2 Further development and support for the Welsh Baccalaureate

- EAS develop an approach to tracking and monitoring the Welsh Baccalaureate at KS4
- Maintain (or establish new) Welsh Baccalaureate Curriculum Hubs (subject to evaluation of impact this year and in partnership with CSC) to provide ongoing support in the four identified areas of priority.
 - Leadership
 - Sharing Good Practice
 - E-Portfolio/Digital Literacy

- Post-16 Support

- Maintain (or establish new) Welsh Baccalaureate leads (subject to evaluation of impact this year) to provide ongoing support in the four identified areas of priority. Ensure a clear and consistent focus on the development of an effective pedagogical approach at KS3 and 4.

5.3 Further development and support for Non-core GCSE subjects

- Further develop the network of non—core subject school leads (and networks) as new qualifications emerge from September 2017 (Summer 2017 in preparation). Continue to support, co-ordinate and evaluate the work of existing non-core GCSE support for schools.
- Further develop/facilitate relationships to promote collaborative working across regions/schools (to maximise the impact of grant funding nationally).
- Identify leads in areas without existing networks e.g. PE and Art and Design

5.4 Curriculum Pioneers development

- Build capacity within the region to deliver effectively on the Successful Futures agenda
- Further develop the engagement programme for non-Pioneer (partner) schools using the regional approach to clusters and the SIS strategy.
- Continue to support WG and work collaboratively with the other regions in facilitating a model that will support schools in the writing of the new Curriculum for Wales and the engagement of all schools in the process

5.5 21st Century Learning/Digital Pioneers

Stabilise the lead school network to ensure consistent training and support, seek to recruit new Secondary leads.

Refine support for schools, DCF being used in rich learning tasks through PLM training.

- Develop a region wide understanding of the SAMR model, continue to support the use of HWB across the region and further develop the profile of e-safety

6. Business Plan: The Self-Improving System (SIS)

Office responsible for monitoring and reporting on delivery: Kevin Palmer, Assistant Director

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- School to School: Failure to consistently apply monies to school to school projects in a fair and transparent way and in accordance with agreed procedures and outcomes alongside a structure quality assured programme.

Links to Estyn / WAO recommendation: R2

Links to Qualified for Life 2: Wellbeing, Leadership, Self Improving System

Key Actions required to meet the overarching Success Criteria

6.1 Rationalise the current model for the Self-Improving System (SIS) we will:

- Ensure that all SIS activity can be captured in a single model
- Increase the extent to which this activity is based on the existence of clusters across the region
- Locate key activities in clusters so that they can be accessed on a planned basis by other clusters
- Pay regard to LA plans to facilitate Federation of schools

6.2 Improve, extend and document impact for school-to-school working across Literacy, English, Numeracy and Mathematics. To achieve this we will:

- Re-set the school to school work undertaken in these areas in line with the regions' priorities for improvement
- Deploy a common approach to impact capture based on the current FADE approach
- Validate our impact capture approach and its results through a commissioned third party agent

6.3 Improve, extend and document impact for school-to-school working across the Pioneer programme in curriculum reform and professional learning.

- Re-set the school to school work undertaken in these areas in line with the regions' priorities for emerging model for cluster working
- Deploy a common approach to impact capture based on the current FADE approach
- Validate our impact capture approach and its results through a commissioned third party agent

6.4 Improve, extend and document impact for school-to-school working across the wider curriculum in all phases, including KS5.

- Review the current programme to ensure that as wide as possible range of curriculum areas is covered
- Ensure this coverage and the programme delivering support from it is in line with scheduled changes in assessment and award arrangements
- Deploy a common approach to impact capture based on the current FADE approach
- Validate our impact capture approach and its results through a commissioned third party agent

Further develop the emerging models for school-based challenge and support.

- Review the current triad models and ensure coherence and standardisation of design where relevant
- Align the triad model with the cluster model and ensure effective communication across the groups
- Deploy a common approach to impact capture based on the current FADE approach
- Validate our impact capture approach and its results through a commissioned third party agent

6.6 Further develop the emerging models for school-based Research and Development in partnership with partner HEIs. To achieve this we will engage in research activities covering the following areas:

- Primary and Secondary Network Group and their impact on improving teaching, leadership and outcomes
- The Professional Learning Programme
- Partnership Working in a Self-Improving System
- Closing the Gap
- The Self-improving System
- Target-setting – a systemic approach
- Reframing impact capture and aligning activity to outcome
- Comparison of advisory and development models for affecting change in teaching

6.7 Develop more robust school to school 'microsystems' at LA and cluster level

- Explore the range of funding and resourcing options with LAs and Heads to accelerate wider school-to-school working

- Secure the agreement of LA Directors and Headteachers around the design of and funding for a cluster-based approach to the Self-Improving System
- Determine which elements of the current centrally delivered support programmes should migrate into cluster-based approaches in line with the SIS strategy for the region
- Continue the process of migration already started

6.8 Ensure all schools and practitioners have equal access to opportunities covering:

- Professional learning – addressing the needs and making the most of the new standards for teachers and leaders in all milestones
- Curriculum reform – ensuring all schools’ readiness to engage with the new curriculum through self-assessment and action planning
- Schools as Learning Organisations (SLO) – sharing learning from the SLO project across the system

7. Business Plan: EAS Business Development: Company Delivery

Officers responsible for monitoring and reporting on delivery: Debbie Hartevelde, Managing Director and Geraint Willington, Company Secretary

Risks identified within this service area (detailed overview can be found in the EAS Risk Register):

- Grant funded posts: The company as set up is heavily dependent and grant income to support both TUPE staff and new staff through an ever-changing educational landscape for Wales.
- Major unplanned projects: Adverse impact on the delivery of core services through supporting major unplanned projects, changes and initiatives.
- Risk of corporate governance arrangements not being adhered to and maintained appropriately and a potential change in the political landscape of member authorities.
- Long term service delivery impeded by ineffective workforce planning.
- Additional costs incurred and/or loss of productivity through a failure to manage sickness absences effectively.
- The EAS’ safeguarding arrangements, policies and procedures are not adequate to protect vulnerable adults and children who may be at risk of significant harm.
- Potential for harm to staff and/or customers through a failure to comply with Health and Safety policies.
- Risk of partnerships not delivering their objectives in supporting the regional school improvement agenda.
- Internal control environment deteriorating due to the failure to implement agreed internal audit recommendations
- There is a risk of significant financial penalties being enforced on the EAS if the new Welsh Language Standards are not adhered to.
- Long term service delivery impeded by the EAS being subjected to some form of disaster and not being able to recover quick enough from the impact of the disaster.

Data Intelligence:

- Failure to provide accurate overviews showing performance of schools/LAs/region if local authority staff do not provide the EAS with regular attendance and exclusion data
- Breach of data protection by the company resulting in pupil level data/sensitive information being made available to persons in error. Also, breach of data protection by schools or LAs when providing the company with data.

Links to Estyn / WAO recommendation: R2, R3

Links to Qualified for Life 2: Leadership, Self Improving System

Key Actions required to meet the overarching Success Criteria

7.1 Improve consistency in the quality of evaluation of school improvement activities throughout the service

- An annual overview calendar that reflects the priority of the business plan and clearly identifies areas of risk / success to elevate to SLT / SMT providing a concise overview of service impact.
- clear process for the submission and quality assurance of FADE reports at agreed times throughout the year from all teams.
- Clear processes regarding the expected outcome of any work programme in a school context at the start and then review of progress against the set criteria.
- FADE reports will be concise and informative focussing on impact and a wider range of performance measures
- Evaluation of VFM will be refined with clear guidance and exemplars for completion.
- Embed the risk management processes
- All service budgets are set to enable each element of the business plan to be delivered. Accurate financial forecasts reported against the budget plan at regular intervals to all relevant boards/committees. A sustainable cashflow model.
- Work alongside and learn from the other regions through this aspect of work
- Utilise findings from School Survey and Leadership Survey to identify priorities

Data Intelligence:

- Higher Level analysis at the expected level + 2 and A*/A at key stage 4 undertaken
- Analysis of performance across the curriculum for the CPS indicated in the profiles.
- Analysis for the new qualifications in 2017, including maths-numeracy and English and Welsh – literacy and science undertaken.
- Production of Cluster data profiles and related training
- Regular data updates regarding EOTAS, attendance and exclusions from LAs
- Revised vulnerable group analysis produced at school/cluster/LA & regional level

7.2 Review the suite of company policies to ensure there are fit for purposes and compliant with new laws and best practice (Human Resources, Health & Safety, Welsh language, Change Management, ICT etc.)

7.3 Further improve the EAS communication strategy;

- Review the current contract arrangements and
- Further develop the EAS website and media communication
- Further develop links with Elected Members (link with the Cross Regional Plan), link with WLGA to provide training
- Build upon the internal communication processes for EAS Staff
- Complete a questionnaire of the service that is aimed at the Non-Maintained Nursery settings
- Roll out of the EAS App and the Governor Training App

Governance development;

<p>Ë Ensure the governance structure remains complaint and focused through a period of uncertainty around the local election in May 17 and a potential change in the political landscape.</p> <p>Ë Provide update training as required for Elected Members and utilise the shared delivery with WLGA and the other regions.</p> <p>Produce a Governance Statement for the Company that will be shared during the first Board meeting in the autumn term 2017.</p> <p>Provide an information leaflet on the work of the region for all Members</p>
<p>7.6 Continue to provide Adviser support for SACRE in each LA and the Regional WESP Group.</p>
<p>7.7 Implementation of a work force strategy to support and underpin the long-term service delivery plan for the region.</p>
<p>7.8 Further enhance the medium term financial planning process. Further refine the capture of the '5 R' process into a more manageable and reportable format and continue to work to reduce the variance in quality of returns.</p>
<p>7.9 Further enhance the s2s delivery model from lessons learnt. Explore the cluster based approach to distributing money in larger sums that is fair and transparent and embed further measurable impact linked to VFM.</p>
<p>7.10 Work more closely with WG to understand the impact of grants on the business plan and the school improvement agenda. To maintain the good practice currently employed to sign off a multitude of regional grants, distributed accordingly and compliance preserved.</p>
<p>7.11 To work with the contract service provider to review the current ICT plan and refocus to enable an ICT plan that collaborates and underpins all aspects of the business plan, procurement of a Management Information System and full development of the new Online Data Portal (EASi).</p>
<p>7.12 To implement an Asset Management Plan and Disaster Recovery Plan that will support and reinforce all aspects of the Business Plan.</p>
<p>7.13 Monitor and review on a regular basis progress towards Internal Audit reports and share progress with ARAC.</p>

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Draft

Additional documents that support the EAS Business Plan 2017-2020

Ref	Document
1	Local Authority Annex documents
2	Detailed Resource Overview 2017-2018
3	Long Term 3-year Business Plan Overview
4	Regional Self Evaluation Report
5	Self Evaluation Timetable 2016 – 2018
7	FADE Timetable 2017 – 2018
8	Service Risk Register
9	Half Year Business Plan reviews 2016-2017
10	Service related interim FADE reports
11	Regional Professional Learning Offer 2017-2018
12	Cross Regional Development Plan 2016-2017

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Appendix B

Local Authority Specific Annex 2017-2018

Local Authority: Monmouthshire

The targets below are derived from pupil level targets submitted by all schools across South East Wales during the statutory target setting process in autumn 2016. The target setting process across the region is robust with all school targets linked to targets for individual pupils and a comprehensive challenge process by Challenge Advisers and quality assurance by Principal Challenge Advisers and Local Authorities including analysis of projected future performance against previous performance, projected Free School Meal benchmark quarters, FFT estimates and WG Modelled Expectations.

Targets

Foundation Phase						
All Pupils	2016 Actual	2017 Target		FSM Pupils	2016 Actual	2017 Target
FPI	91.7	94.1		FPI	76.6	84.3
LLC English O5+	93.1	94.6		LLC English O5+	80.4	82.8
LLC Welsh O5+	93.8	94.4		LLC Welsh O5+	77.8	100.0
Math Dev.O5+	93.8	95.0		Math Dev.O5+	82.9	85.7
PSD O5+	96.6	97.6		PSD O5+	90.1	98.6
LLC English O6	47.3	48.7		LLC English O6	21.6	28.1
LLC Welsh O6	45.3	50.0		LLC Welsh O6	44.4	66.7
Math Dev. O6	47.3	47.8		Math Dev. O6	25.2	31.4
PSD O6	70.4	72.4		PSD O6	55.0	54.3

non-FSM Pupils	2016 Actual	2017 Target
FPI	93.9	95.0
LLC English O5+	94.9	95.5
LLC Welsh O5+	96.4	93.8
Math Dev.O5+	95.4	95.8
PSD O5+	97.4	97.5
LLC English O6	51.3	50.4
LLC Welsh O6	45.5	47.9
Math Dev. O6	50.9	49.2
PSD O6	73.1	73.9

FSM/non FSM gap	2016 Actual	2017 Target
FPI	17.3	10.7
LLC English O5+	14.5	12.7
LLC Welsh O5+	18.6	-6.3
Math Dev.O5+	12.5	10.1
PSD O5+	7.4	-1.1
LLC English O6	29.7	22.3
LLC Welsh O6	1.0	-18.8
Math Dev. O6	25.7	17.7
PSD O6	18.2	19.6

Key Stage 2														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	94.1	92.7	93.9	93.2	CSI	85.6	85.5	86.0	81.0	CSI	95.3	93.4	94.8	94.4
English L4+	95.9	94.5	94.9	94.4	English L4+	91.3	88.2	87.2	83.5	English L4+	96.6	95.1	95.7	95.4
Welsh (1st) L4+	95.1	84.2	96.2	89.1	Welsh (1st) L4+	100.0	33.3	66.7	66.7	Welsh (1st) L4+	94.6	88.6	98.0	92.5
Maths L4+	95.2	94.2	95.7	94.3	Maths L4+	88.5	89.5	93.0	86.1	Maths L4+	96.2	94.7	96.0	95.1
Science L4+	97.2	95.3	96.9	95.2	Science L4+	92.3	92.1	93.0	88.6	Science L4+	97.9	95.6	97.3	95.8
English L5+	54.1	54.3	55.3	51.5	English L5+	23.1	30.3	25.6	24.1	English L5+	55.9	56.6	58.4	54.0
Welsh (1st) L5+	36.6	31.6	41.5	32.6	Welsh (1st) L5+	0.0	0.0	33.3	16.7	Welsh (1st) L5+	40.5	34.3	42.0	35.0
Maths L5+	54.8	55.5	53.3	53.3	Maths L5+	28.8	22.4	23.3	31.6	Maths L5+	58.3	58.7	56.4	55.3
Science L5+	54.6	56.5	54.7	54.7	Science L5+	27.9	26.3	25.6	27.8	Science L5+	58.2	59.4	57.8	57.2
Welsh (2nd) L4+	87.5	89.5	91.6	90.7	Welsh (2nd) L4+	78.0	89.0	83.1	80.8	Welsh (2nd) L4+	89.4	89.6	92.5	91.6
Welsh (2nd) L5+	31.9	35.8	40.6	39.7	Welsh (2nd) L5+	20.0	17.8	13.3	16.4	Welsh (2nd) L5+	33.8	37.6	43.5	41.7
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
CSI	9.8	7.9	8.7	13.4										
English L4+	5.3	6.9	8.5	11.9										
Welsh (1st) L4+	-5.4	55.2	31.3	25.8										
Maths L4+	7.8	5.2	3.0	9.0										
Science L4+	5.6	3.5	4.3	7.2										
English L5+	32.8	26.4	32.8	29.9										
Welsh (1st) L5+	40.5	34.3	8.7	18.3										
Maths L5+	29.5	36.3	33.2	23.6										
Science L5+	30.3	33.1	32.2	29.3										
Welsh (2nd) L4+	11.4	0.5	9.4	10.8										
Welsh (2nd) L5+	13.8	19.8	30.3	25.3										

Key Stage 3														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
CSI	91.9	94.9	95.4	75.7	CSI	73.1	81.5	87.1	69.6	CSI	94.6	96.3	96.5	76.5
English L5+	94.2	95.1	96.4	97.6	English L5+	76.3	77.8	89.2	92.4	English L5+	96.8	97.0	97.3	98.3
Welsh (1st) L5+	-	-	-	-	Welsh (1st) L5+	-	-	-	-	Welsh (1st) L5+	-	-	-	-
Maths L5+	93.6	95.2	96.5	97.7	Maths L5+	79.6	77.8	88.2	93.5	Maths L5+	95.6	97.1	97.5	98.3
Science L5+	95.1	96.3	97.2	97.8	Science L5+	81.7	80.2	89.2	94.6	Science L5+	97.1	98.0	98.2	98.3
Welsh 2nd Lang L5+	89.9	93.2	94.2	95.9	Welsh 2nd Lang L5+	71.0	77.8	87.1	90.2	Welsh 2nd Lang L5+	92.9	94.8	95.1	96.7
English L6+	72.7	70.9	74.3	77.2	English L6+	41.9	51.9	57.0	64.1	English L6+	77.2	72.9	76.5	78.9
Welsh (1st) L6+	-	-	-	-	Welsh (1st) L6+	-	-	-	-	Welsh (1st) L6+	-	-	-	-
Maths L6+	74.5	75.1	78.8	82.5	Maths L6+	36.6	53.1	62.4	66.3	Maths L6+	80.0	77.4	80.9	84.7
Science L6+	76.5	74.2	77.6	82.0	Science L6+	50.5	55.6	59.1	65.2	Science L6+	80.2	76.2	79.9	84.3
Welsh 2nd Lang L6+	44.6	62.9	67.7	75.2	Welsh 2nd Lang L6+	15.1	38.3	49.5	64.1	Welsh 2nd Lang L6+	48.9	65.5	70.0	76.6
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
CSI	21.5	14.8	9.4	6.9										
English L5+	20.5	19.2	8.0	5.9										
Welsh (1st) L5+	-	-	-	-										
Maths L5+	16.1	19.3	9.4	4.8										
Science L5+	15.4	17.8	9.0	3.7										
Welsh 2nd Lang L5+	22.0	17.1	8.0	6.5										
English L6+	35.2	21.1	19.5	14.8										
Welsh (1st) L6+	#####	#####	#####	#####										
Maths L6+	43.5	24.3	18.5	18.4										
Science L6+	29.6	20.7	20.8	19.1										
Welsh 2nd Lang L6+	33.9	27.3	20.5	12.5										

Key Stage 4														
All Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target	non-FSM Pupils	2016 Actual	2017 Target	2018 Target	2019 Target
L2 inclusive	67.0	69.6	71.8	73.9	L2 inclusive	31.0	39.7	46.3	58.8	L2 inclusive	72.2	72.8	74.9	75.6
L2	90.2	84.9	86.8	87.4	L2	66.7	57.1	65.9	69.4	L2	94.3	88.0	89.3	89.5
L1	95.9	93.4	94.8	94.5	L1	79.8	74.6	78.0	80.0	L1	98.9	95.8	96.8	96.1
English A*-C	75.5	74.1	76.1	78.1	English A*-C	42.9	39.7	46.3	55.3	English A*-C	80.4	77.7	79.7	80.7
Welsh (1st) A*-C	0.0	-	-	-	Welsh (1st) A*-C	-	0.0	0.0	0.0	Welsh (1st) A*-C	-	0.0	0.0	0.0
Maths A*-C	72.8	75.5	77.6	78.2	Maths A*-C	39.3	41.3	52.4	57.6	Maths A*-C	77.9	79.2	80.6	80.6
Maths Numeracy	0.0	75.5	77.1	78.2	Maths Numeracy	0.0	41.3	47.6	57.6	Maths Numeracy	0.0	79.2	80.6	80.6
Science 1st Qual	85.4	73.4	73.9	77.0	Science 1st Qual	64.3	41.3	46.3	54.1	Science 1st Qual	89.1	76.9	77.2	79.6
Science 2nd Qual	-	61.2	62.3	73.0	Science 2nd Qual	0.0	28.6	41.5	49.4	Science 2nd Qual	0.0	64.6	64.8	75.6
FSM/non FSM gap	2016 Actual	2017 Target	2018 Target	2019 Target										
L2 inclusive	41.2	33.1	28.5	16.8										
L2	27.7	30.9	23.5	20.1										
L1	19.1	21.2	18.7	16.1										
English A*-C	37.6	38.1	33.4	25.4										
Welsh (1st) A*-C	#####	0.0	0.0	0.0										
Maths A*-C	38.6	37.9	28.1	22.9										
Maths Numeracy	0.0	37.9	33.0	22.9										
Science 1st Qual	24.8	35.6	30.9	25.5										
Science 2nd Qual	0.0	36.0	23.4	26.2										

Note: As advised by LA, 5 EOTAS pupils have been included in the Yr11 cohort this year to inform 2017 target setting.

Primary Attendance

Pupil Attendance				
	2016 Actual	2017 Target	2018 Target	2019 Target
LA	95.7	96.1	96.15	96.2

Secondary Attendance

Pupil Attendance				
	2016 Actual	2017 Target	2018 Target	2019 Target
LA	94.7	95.0	95.1	95.2

Summary of National Categorisation of schools in the Local Authority in 2014-2015, 2015-2016 and 2016-2017

Step 1 – Primary		Number of Schools				Percentage of Schools			
		Group 4	Group 3	Group 2	Group 1	Group 4	Group 3	Group 2	Group 1
Monmouthshire	14-15	0	8	14	8	0%	27%	47%	27%
	15-16	0	4	12	14	0%	13%	40%	47%
	16-17	0	2	11	17	0%	7%	37%	57%
South East Wales	14-15	7	52	88	49	4%	27%	45%	25%
	15-16	2	25	90	82	1%	13%	45%	41%
	16-17	2	19	63	115	1%	10%	32%	58%

Step 2 - Primary		Number of Schools				Percentage of Schools			
		D	C	B	A	D	C	B	A
Monmouthshire	14-15	1	12	13	4	3%	40%	43%	13%
	15-16	1	8	16	5	3%	27%	53%	17%
	16-17	0	6	15	9	0%	20%	50%	30%
South East Wales	14-15	9	45	101	44	5%	23%	51%	22%
	15-16	4	29	116	50	2%	15%	58%	25%
	16-17	3	18	109	64	2%	9%	56%	33%

Step 3 - Primary		Number of Schools				Percentage of Schools			
		Red	Amber	Yellow	Green	Red	Amber	Yellow	Green
Monmouthshire	14-15	1	12	14	3	3%	40%	47%	10%
	15-16	2	7	16	5	7%	23%	53%	17%
	16-17	1	6	14	9	3%	20%	47%	30%
South East Wales	14-15	9	50	100	40	5%	25%	50%	20%
	15-16	5	31	111	52	3%	16%	56%	26%
	16-17	5	18	111	60	3%	9%	57%	31%

Step 1 - Secondary		Number of Schools				Percentage of Schools			
		Group 4	Group 3	Group 2	Group 1	Group 4	Group 3	Group 2	Group 1
Monmouthshire	14-15	1	1	2	0	25%	25%	50%	0%
	15-16	0	1	2	1	0%	25%	50%	25%
	16-17	0	0	3	1	0%	0%	75%	25%
South East Wales	14-15	10	14	10	3	27%	38%	27%	8%
	15-16	3	22	6	4	9%	63%	17%	11%
	16-17	3	19	8	5	9%	54%	23%	14%

Step 2 – Secondary		Number of Schools				Percentage of Schools			
		D	C	B	A	D	C	B	A
Monmouthshire	14-15	0	1	3	0	0%	25%	75%	0%
	15-16	0	1	3	0	0%	25%	75%	0%
	16-17	0	1	2	1	0%	25%	50%	25%
South East Wales	14-15	0	25	11	1	0%	68%	30%	3%
	15-16	3	18	14	1	8%	50%	39%	3%
	16-17	6	9	17	4	17%	25%	47%	11%

Step 3 – Secondary		Number of Schools				Percentage of Schools			
		Red	Amber	Yellow	Green	Red	Amber	Yellow	Green
Monmouthshire	14-15	0	1	3	0	0%	25%	75%	0%
	15-16	0	1	3	0	0%	25%	75%	0%
	16-17	0	1	3	0	0%	25%	75%	0%
South East Wales	14-15	5	19	10	3	14%	51%	27%	8%
	15-16	6	18	11	1	17%	50%	31%	3%
	16-17	6	12	15	3	17%	33%	42%	8%

LA schools currently in any Estyn follow-up category

Phase	School	Date of last inspection	Date report published	Follow-up status of last inspection
Primary	Castle Park Primary	Mar-15	Mar-15	Estyn monitoring
Primary	Our Lady and St Michaels RC Primary	Mar-16	May-16	Estyn monitoring
Primary	Kymin View Primary	May-16	Jul-16	LA monitoring
Primary	Llantilio Pertholey CiW Primary	Sep-16	Nov-16	Estyn monitoring

Phase	School	Date of last inspection	Date report published	Follow-up status of last inspection
Secondary	Monmouth Comprehensive	Nov-15	Jan-16	Estyn monitoring
Secondary	Mounton House Special	May-15	May-15	Significant improvement

Pupil outcomes

A high-level analysis of pupil outcomes for the Local Authority indicates that the following aspects require improvement over the next phase of the Business Plan:

- Continue to improve the performance of eFSM learners in all Key Stages.
- Continue to improve performance in L2+ at KS4.
- Continue to improve performance in CSI at KS4
- Improve performance at the higher levels across all key stages
- Improve performance A*-A at KS4.
- Improve performance in capped point score

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Schools requiring Improvement 2016-2017 (Amber and Red Overall Categories of support)

The information below indicates the additional support that will be given to schools in the overall category of Amber or Red in the Local Authority in the academic year 2016-2017. The support is in line with the guidance within the National Categorisation System and within the SEWC Intervention Framework 2016-2017. Each of these schools will have a detailed Intervention or Support Plan, the progress each school makes over the next academic year will be captured through regular Education Improvement Boards (EIBs) or Intervention Meetings.

Schools requiring Amber levels of support	Schools requiring Red levels of support
Our Lady and St Michaels Primary	Magor CiW Primary School
LLantilio Petholey VC Primary	
Castle Park Primary	

Overmonnow Primary	
Raglan VC Primary	
Ysgol Y Ffin Primary Welsh Medium	
Monmouth Comprehensive Secondary	
Mounton House Special School	

Local Authority specific activity financial year 2017-2018

The section below indicates additional school improvement activity that will be undertaken in the Local Authority through this financial year (2017-2018). The additional activity is linked to specific need arising from pupil outcomes. The LA contribution to support this aspect of the Annex will be £8755 for Monmouthshire.

A detailed programme delivery plan is available. Progress towards each of the additional interventions will be measured at the end of each term.

Nature of Additional Activity	Excepted Outcomes
<p>Brokering and supporting school to school working to improve outcomes at the higher levels and raise the % of learners achieving 5 A-A*</p> <p>EAS to support MCC Secondary schools to work together as a cluster to share practice and strategies.</p> <p>EAS to support MCC secondary Schools to broker support from beyond the LA.</p> <p>EAS to support cross phase cluster working with Secondary and the cluster primary schools with a focus transition and ensuring that pupils achieving as expected Level +1 at primary school continue to make good progress at KS3 and KS4.</p>	<p>The % of pupils achieving higher levels at each key stage is in line with targets set for 2017.</p> <p>The % of pupils achieving 5A-A* is in line with the target set for 2017.</p> <p>The 4 secondary schools work successfully in a cluster to share practice for pupils achieving the higher levels.</p>

	There are effective cluster transition arrangements between primary schools and their linked secondary schools with a focus on sustaining the achievement of pupils at the higher levels
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The content of this LA Annex has been agreed by:

LA Director / Chief Education Officer: _____

Cabinet Member for Education: _____

Principal Challenge Adviser:

DRAFT

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**SUBJECT: CHILDREN AND YOUNG PEOPLE'S PERFORMANCE MEASURES
REVIEW OF SCHOOL PERFORMANCE AT KEY STAGES 4 & 5 2015-16**

**DIRECTORATE: CHILDREN AND YOUNG PEOPLE
MEETING: CHILDREN AND YOUNG PEOPLE'S SELECT COMMITTEE**

DATE: 16 FEBRUARY 2017

1. PURPOSE:

- 1.1 To provide members with the latest educational attainment data allowing the service to be held to account. This includes:
- Performance of pupils at the end of Key Stage 4 and 5.
 - A breakdown, where possible of performance across all key stages for the following groups:
 - Girls and Boys;
 - Pupils who are eligible for free school meals (eFSM)

2. RECOMMENDATIONS:

- 2.1 That members use this report to scrutinise key areas of educational attainment, one of the council's four priorities, and challenge any underperformance.

3. KEY ISSUES:

- 3.1 This report draws together the headline messages from a number of more detailed analyses which are included as appendices.
- 3.2 The reports contain a wealth of information enabling members to drill down from authority level data to figures for specific learner groups.
- 3.3 Comparisons are provided from 2011/12 which was the academic year prior to the last full Estyn inspection.
- 3.4 The value of this report is that it enables members to look beyond those high level measures to some of the detail that sits underneath. The key messages from these reports are summarised over the following pages.

The level of eFSM is used as a socio-economic proxy indicator for deprivation which highlights the level of challenge faced in terms of delivering education. Schools are benchmarked against those with similar levels of eFSM.

Key Stage 4

- 3.5 Monmouthshire saw a minimal increase by 0.1 percentage point to 67.0% in the headline Key Stage 4 indicator – the Level 2 Threshold including English/Welsh & Maths, compared to 66.9% in 2015 and 56.3% in 2012.
- 3.6 Monmouthshire moved down to 3rd place from 1st in the Wales local authority rankings for Level 2 Threshold including English/Welsh & Maths.

Key Stage 5

- 3.7 Performance improved in the percentage of pupils achieving the Level 3 Threshold, with 99.1% achieving the benchmark, an increase from the 97.9% in 2015.

4. REASONS:

- 4.1 To ensure that Members are able to understand and scrutinise performance and hold officers to account.
- 4.2 The improvement of educational outcomes and closing the performance gap remains central to the Local Authority's vision of sustainable and resilient communities.

5. RESOURCE IMPLICATIONS:

None

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

This report does not propose a change of policy or service delivery.

7. CONSULTEES:

CYP Directorate Management Team

8. BACKGROUND PAPERS:

Report on the Quality of Local Authority Education Services for Children and Young People. Estyn, Feb. 2013.

9. AUTHOR:

David Barnes (Data and Information Systems Officer, Policy and Performance)

10. CONTACT DETAILS:

Tel: 01633 644680

E-mail: davidbarnes@monmouthshire.gov.uk

The data included in this report will include Monmouthshire data – a combined score for every key stage 4 pupil in Monmouthshire and also outcomes for the four mainstream secondary schools. This will account for pupils in the four comprehensive schools, as well as Mounton House Special School, Pupil Referral Service (PRS) and the Educated Otherwise Than At School (EOTAS).

Where data is provided for the four comprehensive schools, it is clearly identified.

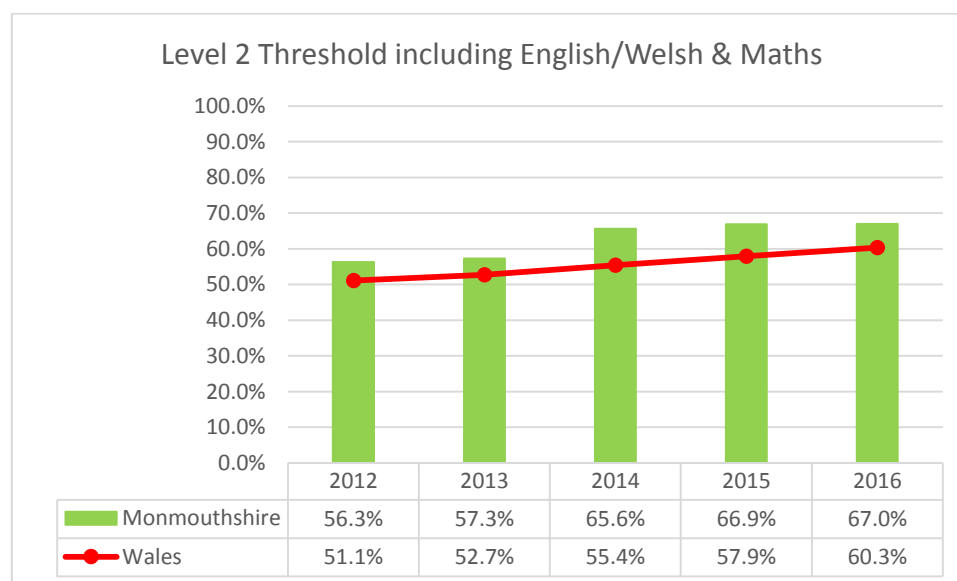
	Cohort (All)	Cohort Eligible for Free School Meals (eFSM)
Monmouthshire	799	84
4 Comprehensives	778	72

Level 2 Threshold Inclusive of English/Welsh & Maths

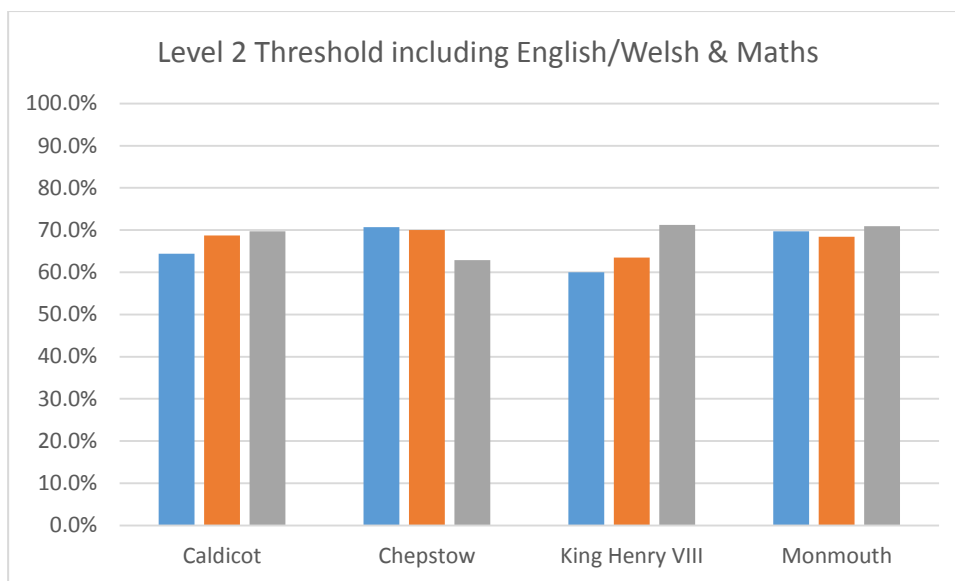
Monmouthshire saw a slight rise in its overall score at the headline indicator at Key Stage 4. The percentage constitutes 535 of the 799 pupils achieving the benchmark, all of which attended one of the 4 comprehensive schools.

Monmouthshire dropped from 1st to 3rd in the Wales local authority rankings, having been top of the rankings for the previous 2 years. Ceredigion (70.3%) are the highest performing, with the Vale of Glamorgan (67.1%) in second.

The progress made in 5 years is over 10 percentage points (pp), which is 1.5pp higher than the trend shown by the all Wales score. However when comparing the 3 year trend data, the Wales score has improved by close to 5pp, whereas Monmouthshire has only seen an increase of 1.4pp.

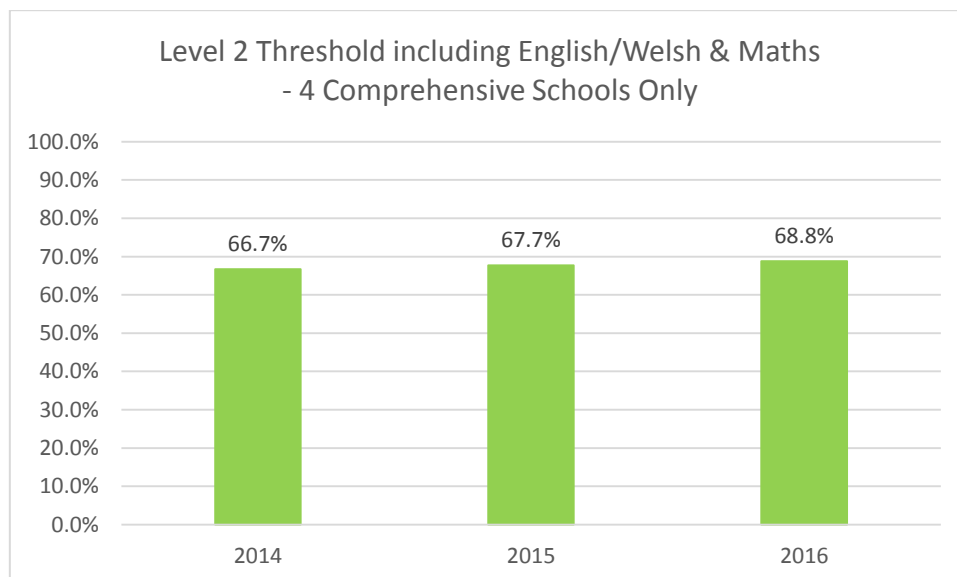


Three of the four schools in Monmouthshire saw an increase in the main indicator at Key Stage 4 (KS4), with Chepstow the only school to see a decrease in performance. The most significant increase was achieved by King Henry VIII where they saw an increase of 7.7 percentage points (pp). Both Caldicot and Monmouth saw steady increases, with Monmouth's 70.9% surpassing their 2014/15 total of 68.4% by 2.5pp. Caldicot also moved closer to the 70% mark with a total of 69.7%.



	Caldicot	Chepstow	King Henry VIII	Monmouth
2013/14	64.4% (134/208)	70.7% (87/123)	60.0% (99/165)	70.9% (185/261)
2014/15	68.7% (158/230)	70.0% (91/130)	63.5% (106/167)	68.4% (186/272)
2015/16	69.7% (154/221)	62.9% (90/143)	71.2% (121/170)	70.9% (170/244)

The percentage of pupils in the four comprehensive schools achieving the benchmark rose by over 1pp compared to last year. This year’s figures saw 535 out of a possible 778 pupils across the 4 comprehensive schools achieve the threshold.

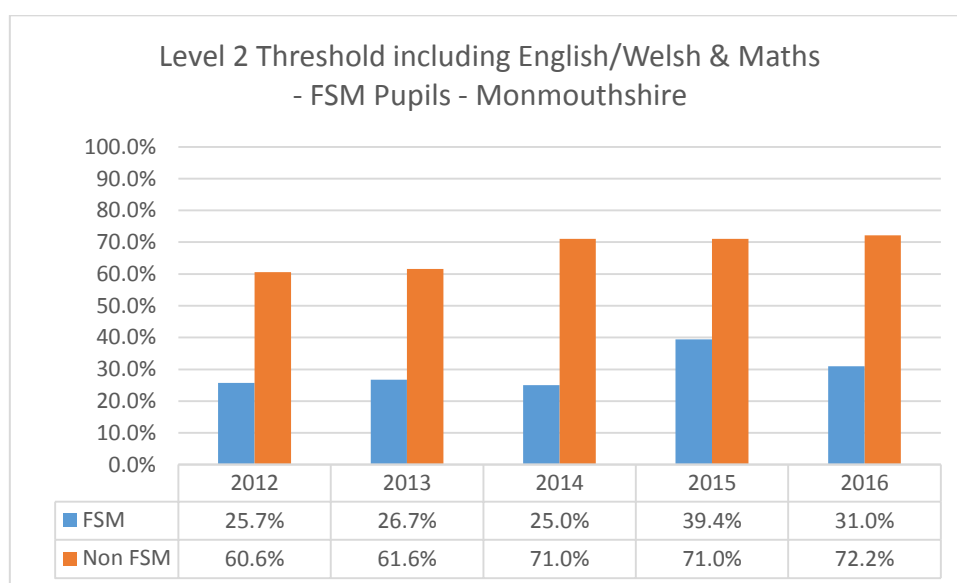


FSM Performance

The attainment gap between FSM and non FSM pupils widened significantly in 2016, to over 41 percentage points – a 9.6pp increase. This can be attributed largely to the decrease in the scores of FSM pupils, with their performance dropping by 8.4pp.

In comparing to the all Wales score, the attainment gap is 9.9 percentage points higher, having been 0.8pp in 2015. Wales saw a shortening of the gap in 2015, closing by 1.1pp to 31.3 – the lowest score in the past 5 years.

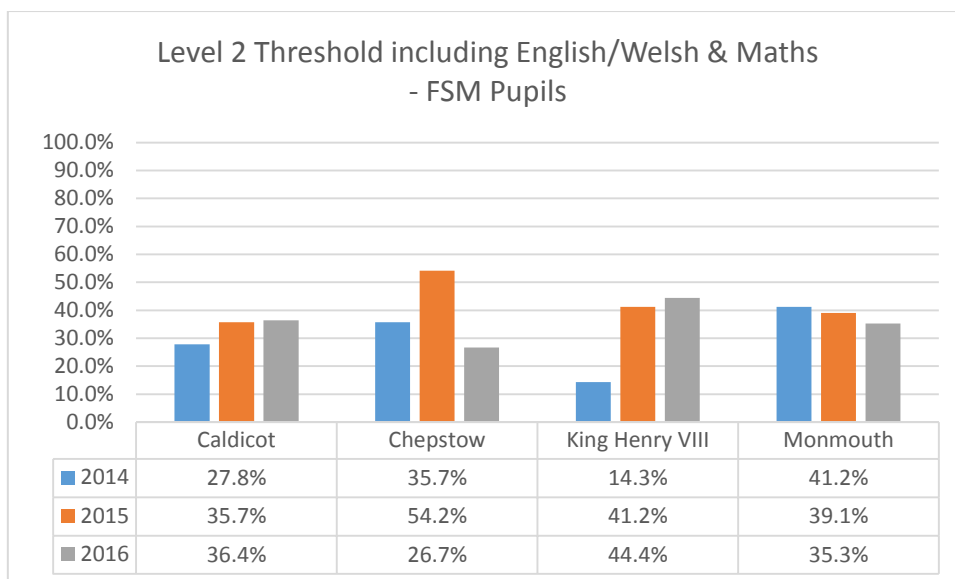
Trend data suggests that although both FSM and non FSM pupil scores have increased over the past 5 years, Non FSM pupil scores have increased by nearly double to that of FSM pupils (6.3pp for FSM against 11.6pp for Non FSM). Over a 3 year period the Non FSM scores have stagnated a little, with only a 1.2pp increase from 2014 to 2016, whereas FSM pupil scores have risen by 6pp over the same period of time.



	FSM
2016	31.0% (26/84)

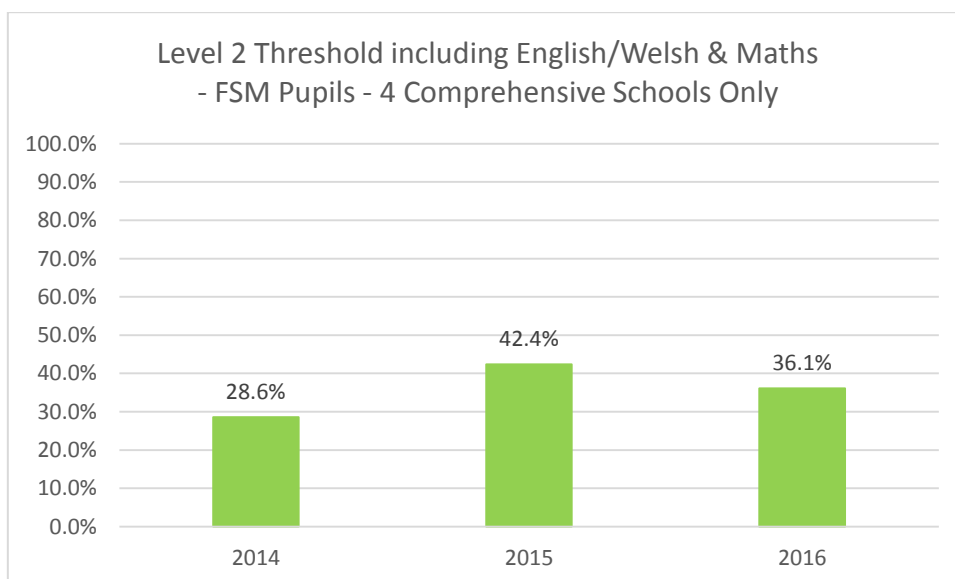
For those who were eligible for Free School Meals (eFSM), performance dropped in 2 of the 4 schools. Chepstow saw its 2015 figure half to 26.7% in 2016, with a much smaller cohort (reduced from 24 in 2015 to 15 in 2016). Monmouth also saw FSM performance drop by 3.8 percentage points to 35.3%.

King Henry VIII saw its performance rise to 44.4%, a 3.2 percentage point rise from 2015 and significant 30.1 percentage point rise from 2014. Caldicot also saw a slight rise in performance to 36.4%.



	Caldicot	Chepstow	King Henry VIII	Monmouth
2013/14	27.8% (5/18)	35.7% (5/14)	14.3% (3/21)	41.2% (7/17)
2014/15	35.7% (10/28)	54.2% (13/24)	41.2% (7/17)	39.1% (9/23)
2015/16	36.4% (8/22)	26.7% (4/15)	44.4% (8/18)	35.3% (6/17)

For the 4 comprehensive schools, Monmouthshire’s FSM performance dropped to 36.1%, a 6.3 percentage point drop from the previous year. This equates to 26 of 72 pupils reaching the benchmark, compared to 39 of 92 in 2015.



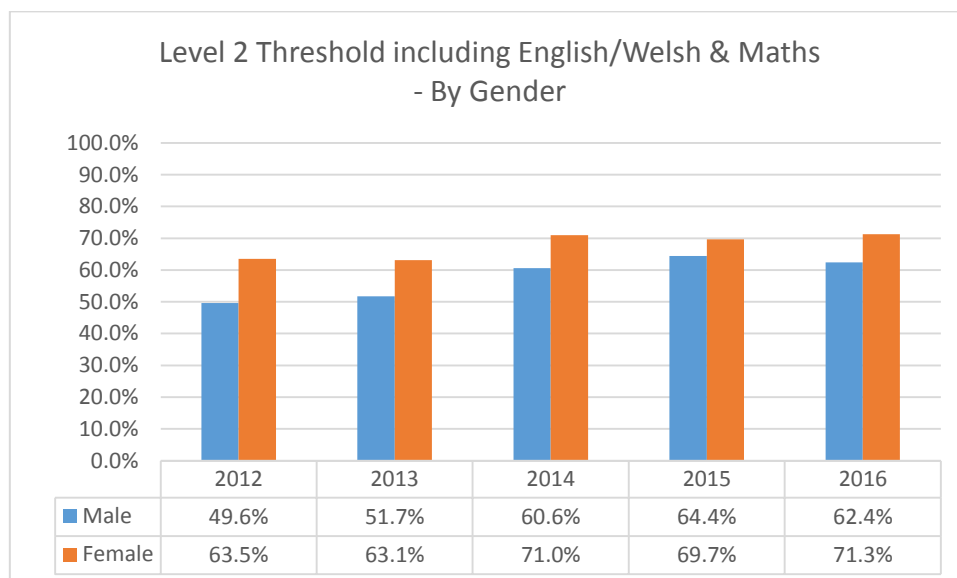
Performance by Gender

2016 saw the percentage of boys achieving the measure decrease, while girls saw an increase in performance. The 71.3% achieved by girls equates to a 1.6pp increase and is the highest score in 5 years.

pp = percentage points
CSI = Core Subject Indicator

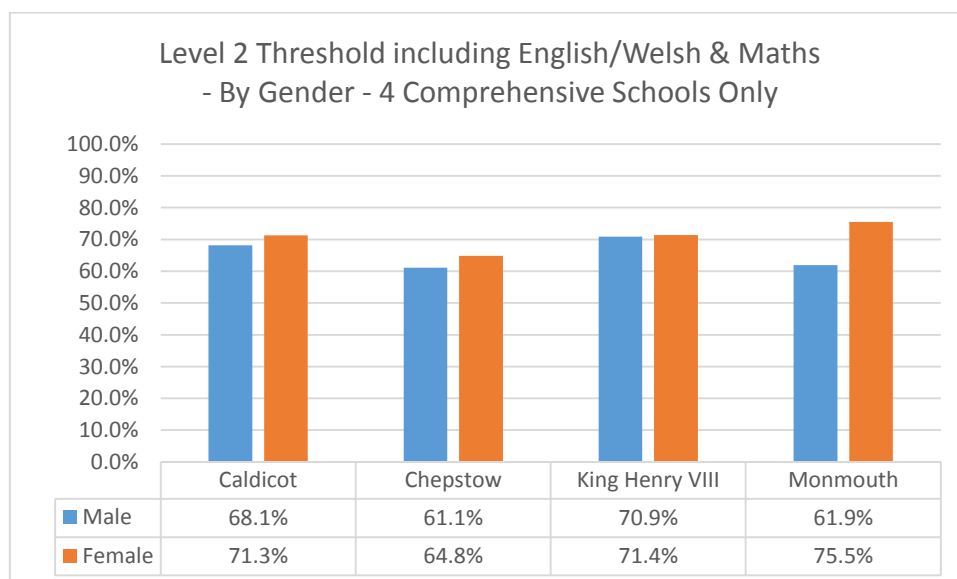
L2Tinc = Level 2 Threshold including English/Welsh & Maths

When comparing to Wales, the attainment gap between genders in Monmouthshire is slightly higher (0.3pp). This is an increase of 3.7pp compared to 2015 where the gap was smaller than that of Wales.



	Male	Female
2016	62.4% (242/388)	71.3% (293/411)

Girls outperformed boys in all of the 4 Comprehensive school in Monmouthshire. The largest gap was in Monmouth, where there was a 13.6 percentage point difference in performance, with girls scoring 75.5%.



	Caldicot	Chepstow	King Henry VIII	Monmouth
Male	68.1% (77/113)	61.1% (44/72)	70.9% (56/79)	61.9% (65/105)
Female	71.3% (77/108)	64.8% (46/71)	71.4% (65/91)	75.5% (105/139)

pp = percentage points
CSI = Core Subject Indicator

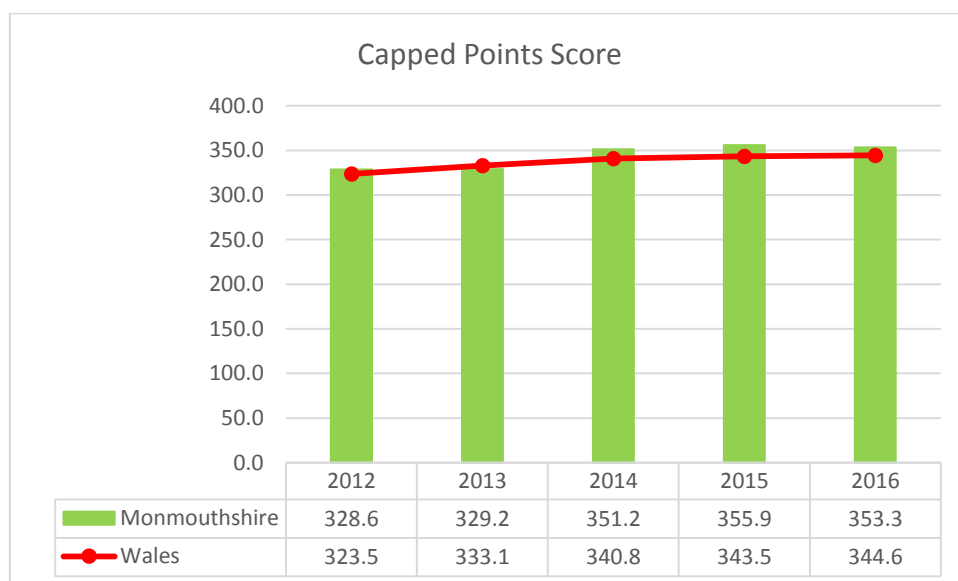
L2Tinc = Level 2 Threshold including English/Welsh & Maths

Capped Points

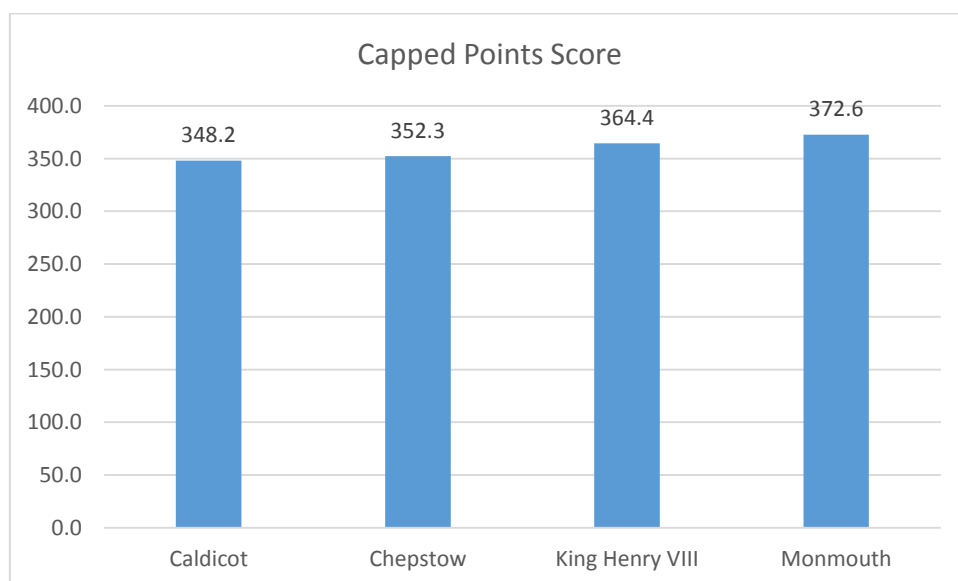
Monmouthshire saw a slight drop of 2.6 points in 2016 compared to 2015, and despite the all Wales figure increasing by 1.1 points, Monmouthshire sit 9 points above their 2016 score.

Although seeing a decrease in 2016, Monmouthshire climbed to 6th in the Welsh local authority rankings, having been 7th in 2015 and 8th in 2014.

Over the past 5 years, Monmouthshire has seen an increase of 24.7 points, compared to the 21.1 points that the all Wales figure has risen by. However, if focussing on the last 3 years, Monmouthshire’s progress is around two thirds of that of Wales – seeing an increase of 2.1 points compared to Wales’s 3.8 points.



In comparison to the all Wales score, individually, each of Monmouthshire’s 4 comprehensives are above the 2016 Welsh average of 344.6.

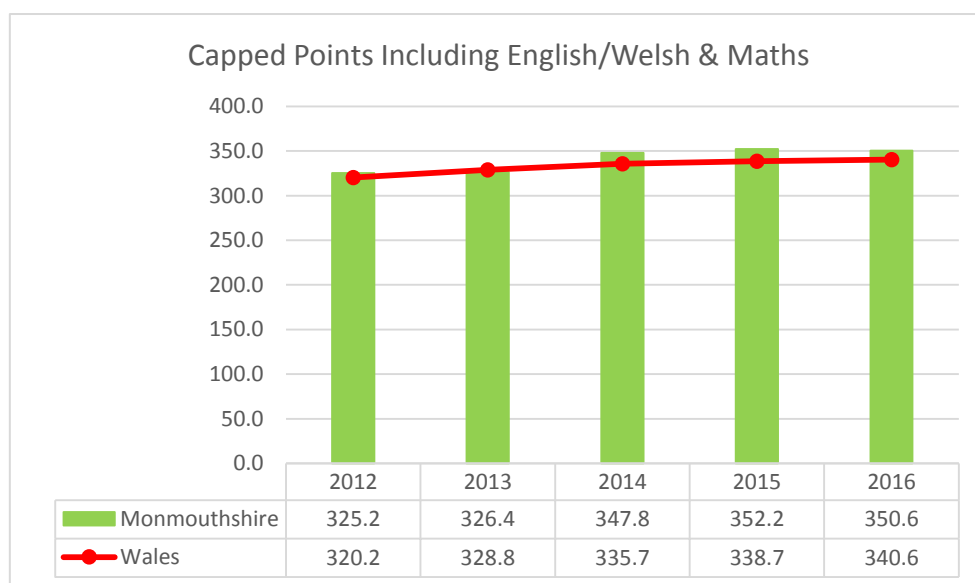


Capped Points Including English/Welsh and Maths

Monmouthshire's capped points score decreased by 1.6 points to 350.6 in 2016, this halted a continuous 4 year increase since 2012. The gap between Monmouthshire and the all Wales score has also decreased from 13.5 in 2015 to 10.0 in 2016.

In comparison to other local authorities, Monmouthshire sit 5th, the same ranking achieved in 2015 and 1 lower than a 5 year high of 4th which was achieved in 2014.

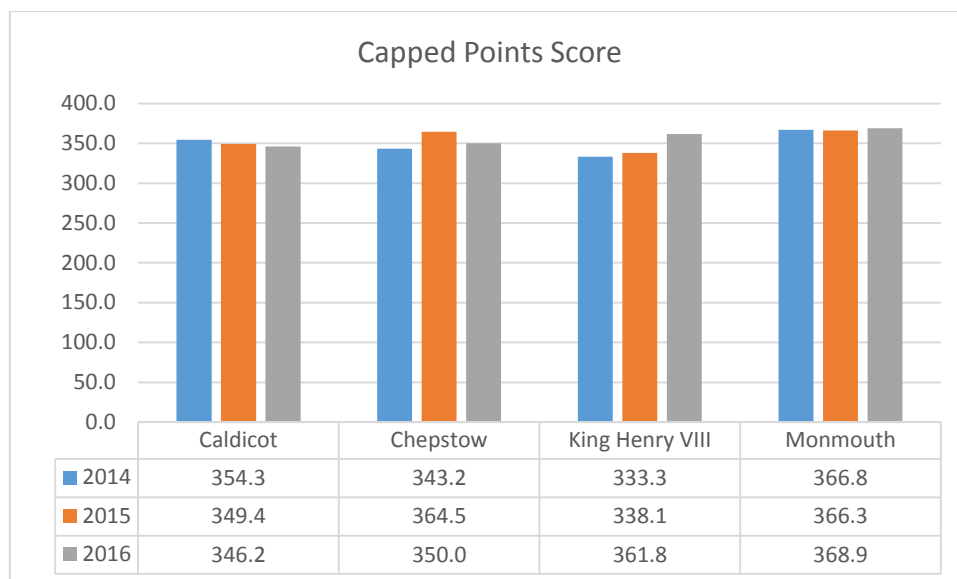
This indicator follows a similar trend as seen for Capped Points when analysing patterns over a 5 and 3 year period. A 5 year increase of 25.4 points is higher than that of Wales (20.4 points), but the Wales average has increased by 4.9 points over the last 3 years. Monmouthshire's increase has been 2.8 points over the same period.



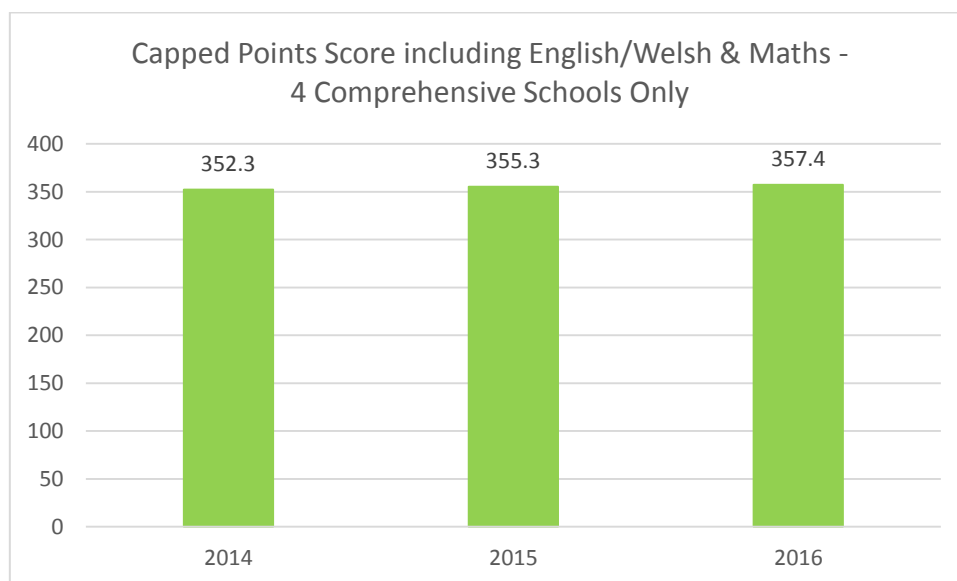
Despite seeing an improvement by 3 schools in the KS4 Level 2 Inclusive indicator (L2T inc), only 2 of the 4 Comprehensive saw improvements in capped point scores where English/Welsh and Maths are included. King Henry VIII's improvement reflects their improved performance in the KS4 L2T inc. with a 23.7 point improvement in their capped points score. Monmouth was the other school to improve, surpassing scores from the 2 previous years to reach 368.9 points.

Chepstow saw a 14.5 point drop in performance, with Caldicot experiencing a much lower drop of 3.2 points.

Although schools varied in terms of year on year comparison, all schools remain above the all Wales figure of 340.6 for the first time in 3 years.

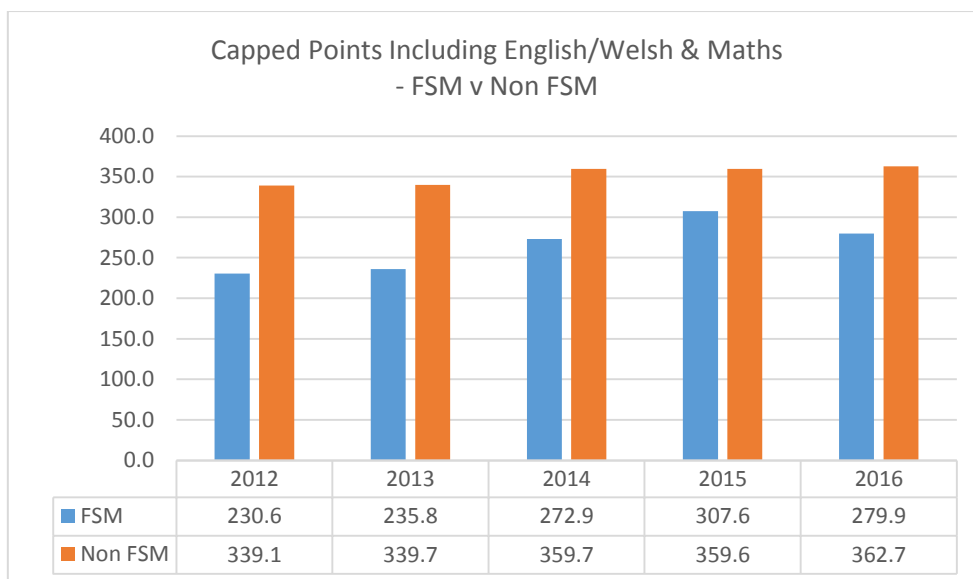


Monmouthshire’s averaged capped points score has seen a similar improvement to that achieved in 2015, by reaching 357.4 points a gain of 2.1 points was made. Although there was an even split in schools seeing figures increase and decrease, the significance of the 23.7 point increase by King Henry VII is reflective of Monmouthshire’s position.



FSM Performance

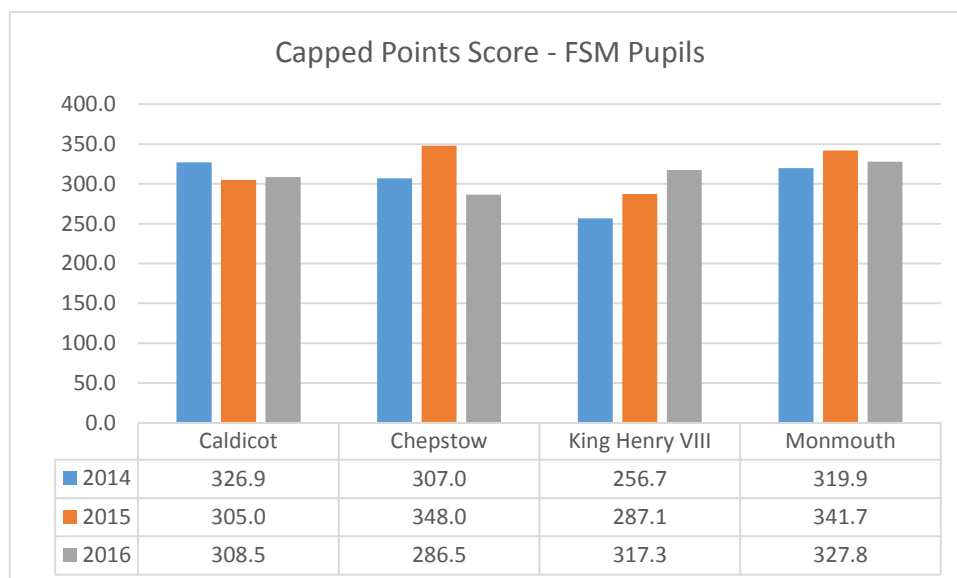
The gap between FSM and Non FSM pupils increased by 30.8 points in 2016, a significant increase on the 52 point gap seen in 2015. The vast majority of this gap can be attributed to the drop in FSM pupil performance of 27.7 points. Furthermore, the attainment gap for the all Wales scores is 50.2 points, a 7 point decrease on 2015, and a 13.3 point decrease compared to 2014.



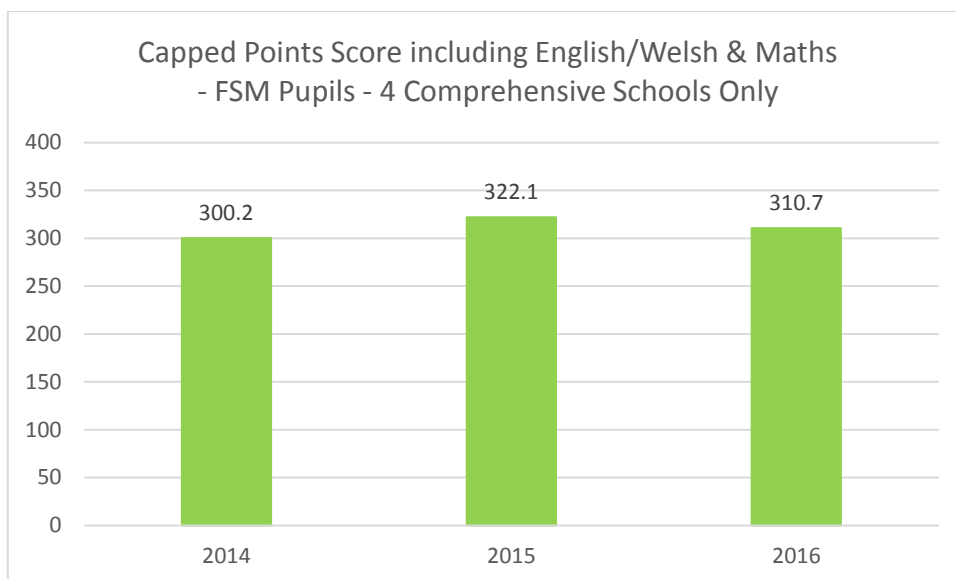
In a similar vein to the Level 2 Threshold Inclusive of English/Welsh & Maths, Monmouth and Chepstow saw drops in FSM performance whilst King Henry VIII made significant gains and Caldicot saw a slight increase.

Despite seeing a reduction of 13.9 points to 327.8 in 2016, Monmouth remain the highest ranked in Monmouthshire. King Henry have risen from bottom in Monmouthshire in 2015 to 2nd place, with a point score of 317.3, a 30.2 point increase on 2015.

Chepstow saw a significant drop of over 60 points when compared to last year and now sit with the lowest points score in Monmouthshire. Caldicot have seen an increase of 3.5 points to 308.5.



For the 4 comprehensive schools in Monmouthshire, the average points score has dropped from 322.1 in 2015 to 310.7 in 2016, a difference of 11.4 points.



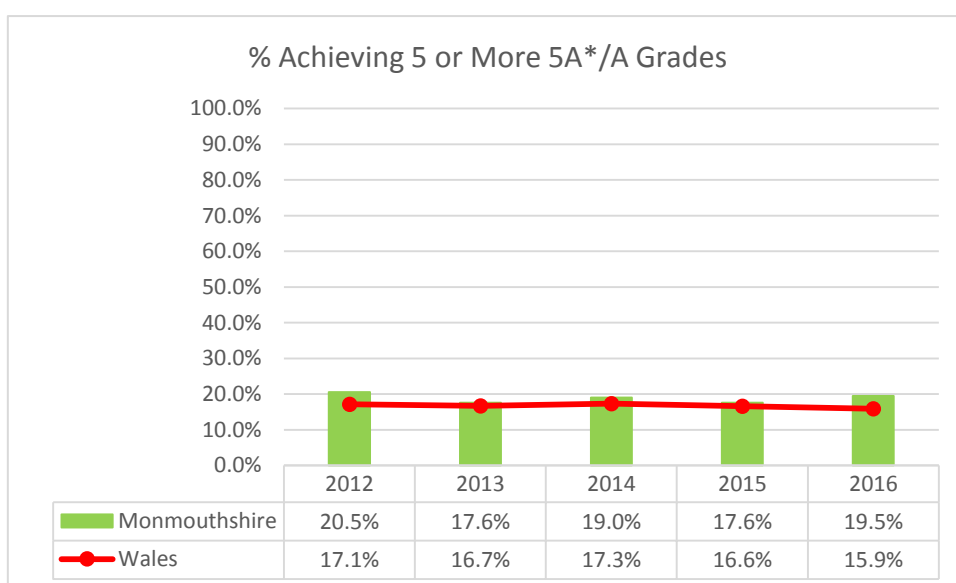
Pupils Achieving 5 A*/A Grades

Following the decrease seen in 2015, Monmouthshire achieved a 4 year high in the percentage of pupils achieving 5 or more A*/A grades. In contrast, the all Wales figure dropped to a 3 year low of 15.9%, a drop of 0.7 percentage points on 2015.

The 19.5% equates to 156 out of a total of 799 pupils achieving the benchmark.

Over the past 5 years, both Monmouthshire and Wales have seen a decrease in scores, 1.0 percentage point for Monmouthshire and 1.2pp for Wales. 3 year trend data shows that Monmouthshire has seen a 0.5pp increase over the period whereas the Wales figure has decreased by 1.4pp.

In contrast to most other indicators for key stage 4 in 2016, Monmouthshire’s trend data, although decreasing slightly has changed favourably when comparing to Wales over the past 5 year and 3 year periods.



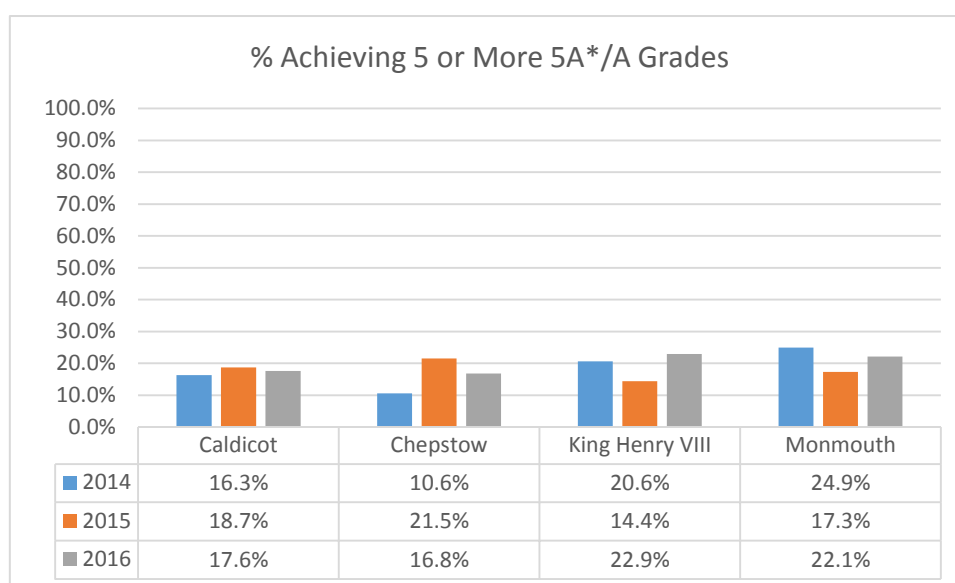
pp = percentage points
CSI = Core Subject Indicator

L2Tinc = Level 2 Threshold including English/Welsh & Maths

Similar to the Capped Points Scores, improvements to the % of pupils achieving 5 A*/A grades has increased in Monmouth and King Henry VIII whilst reducing in Caldicot and Chepstow.

King Henry VIII are the top performing school within Monmouthshire with 22.9% of pupils achieving the mark, a massive 8.5 percentage point rise from 2014/15 – where they sat bottom of the Monmouthshire leader board with 14.4%. Monmouth also saw their figure surpass 20% with 22.1% of pupils achieving the mark, a 4.8 percentage point increase.

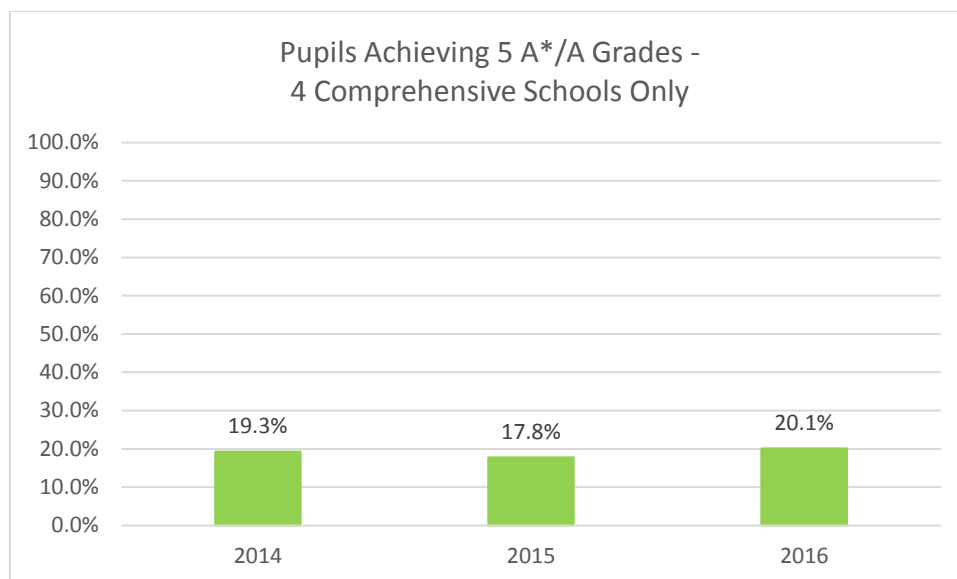
Chepstow have dropped from being the top performing school at this mark in 2014/15 to the worst performing with 16.8% (down from 21.5% in 2014/15). Caldicot also saw a reduction in performance, with a 1.1 percentage point drop to a 2015/16 figure of 17.6%.



	Caldicot	Chepstow	King Henry VIII	Monmouth
2014	16.3% (34/208)	10.6% (13/123)	20.6% (34/165)	24.9% (65/261)
2015	18.7% (43/230)	21.5% (28/130)	14.4% (24/167)	17.3% (47/272)
2016	17.6% (39/221)	16.8% (24/143)	22.9% (39/170)	22.1% (54/244)

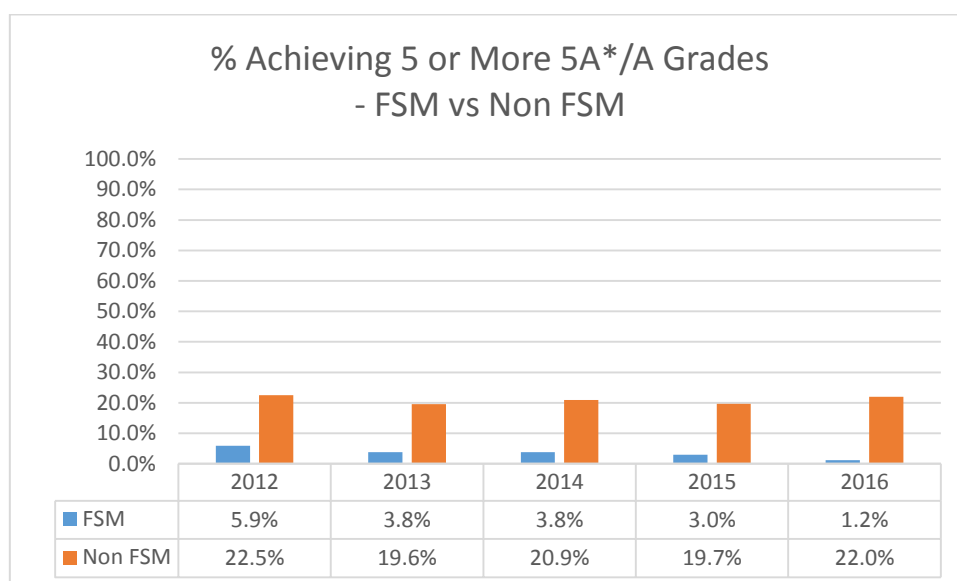
Monmouthshire's local authority figure crept above 20% to 20.1% in 2015/16, this constitutes a 2.3 percentage point rise on 2015 and surpasses the 2014 figure of 19.3%.

20.1% constitutes 156 pupils out of a possible 778 pupils achieving the benchmark.



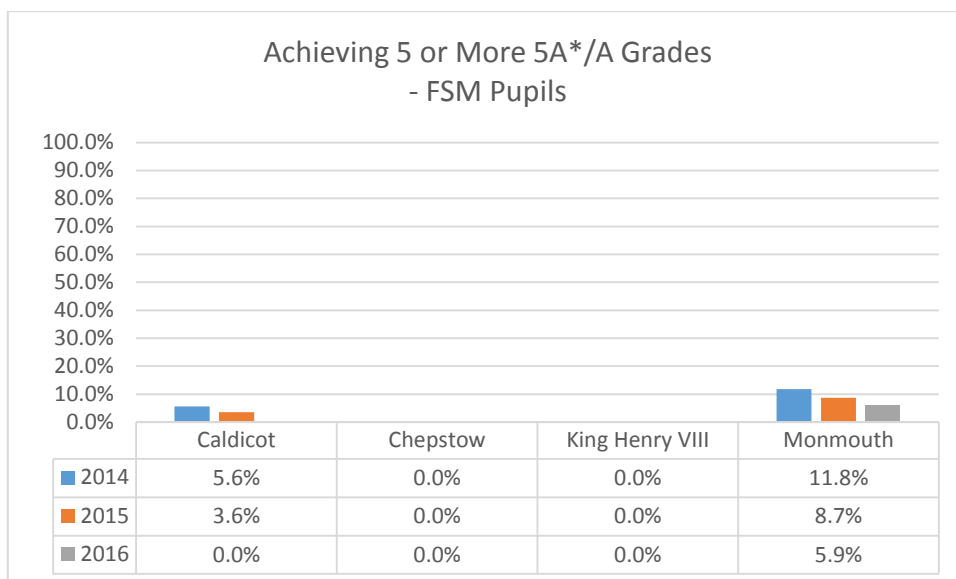
FSM Performance

The percentage of FSM pupils achieving 5 or more 5*/A grades hit a 5 year low in 2016, whilst the percentage of Non FSM pupils increased to 22%. The attainment gap is now also the widest in the past 5 years at 20.8, with the next highest being a gap of 17.2 in 2014. Monmouthshire also remains higher than the Wales attainment gap, with the difference widening from 2.5 in 2015 to 6.8 in 2016.



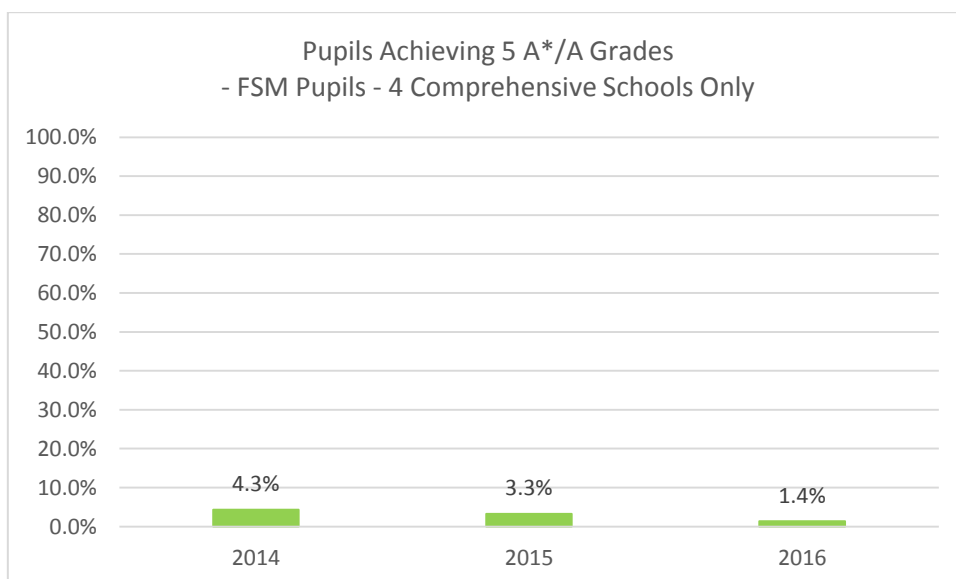
	FSM
2016	1.2% (1/84)

Monmouth were the only school in Monmouthshire to have pupils eligible for FSM achieve 5 A*/A grades, with 1 pupil of the 17 FSM cohort doing so (5.9%). Neither King Henry VIII nor Chepstow have has a single pupil achieve the mark over the past 3 years. Caldicot have also not had a pupil achieve the mark, whereas a single pupil did so last year (3.6%).



	Caldicot	Chepstow	King Henry VIII	Monmouth
2014	5.6% (1/18)	0% (0/14)	0% (0/21)	11.8% (2/17)
2015	3.6% (1/28)	0% (0/24)	0% (0/17)	8.7% (2/23)
2016	0% (0/22)	0% (0/15)	0% (0/18)	5.9% (1/17)

Monmouthshire has also seen a steady drop in performance over the past 3 years. Despite having 3 children in 2013/14 and 2014/15 achieve the mark, only a single pupil from a cohort of 72 achieved 5 A*/A grades in 2015/16 (1.4%).

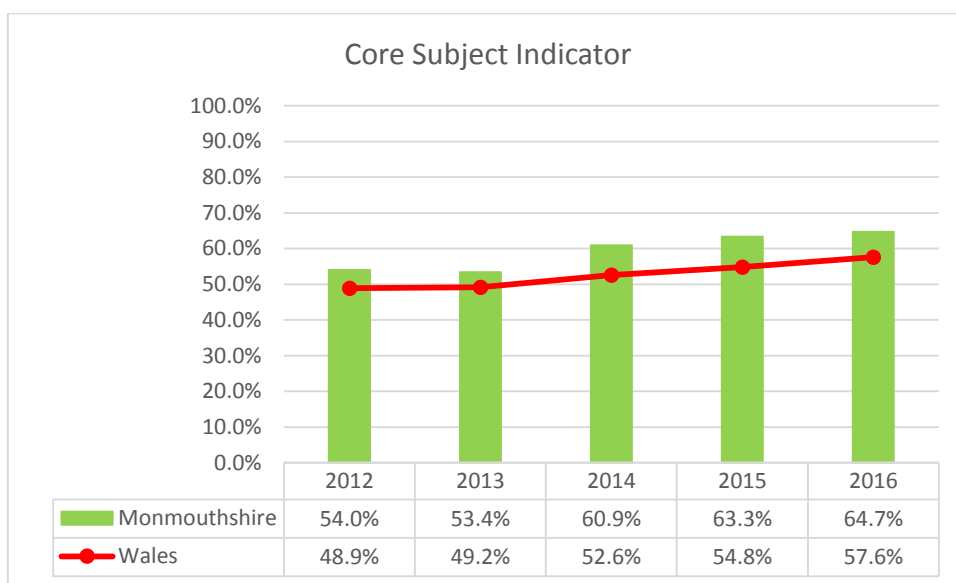


Core Subject Indicator

Monmouthshire saw an increase of 1.4pp in the Core Subject Indicator (CSI) in 2016, the 4th rise in performance in a row. The all Wales figure has also increased year on year since 2012, with the gap between Monmouthshire and Wales now at 7.1.

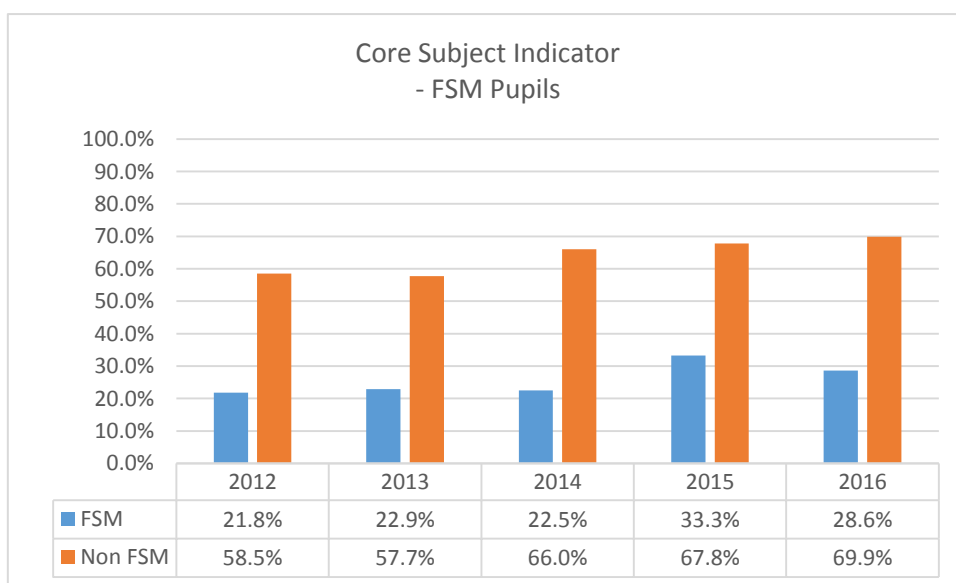
There is a similar pattern when analysing trend data, with Monmouthshire seeing greater gains than Wales over a 5 year period (10.7 to 8.7). However over the past 3 years Wales has seen a 5pp increase compared to Monmouthshire’s 3.8pp. The last 3 years has also seen Monmouthshire drop from 1st position in Wales in 2014, to 2nd in 2015, and now sit in 3rd position in 2016.

The 64.7% score equates to 517 of the 799 cohort achieving the benchmark.



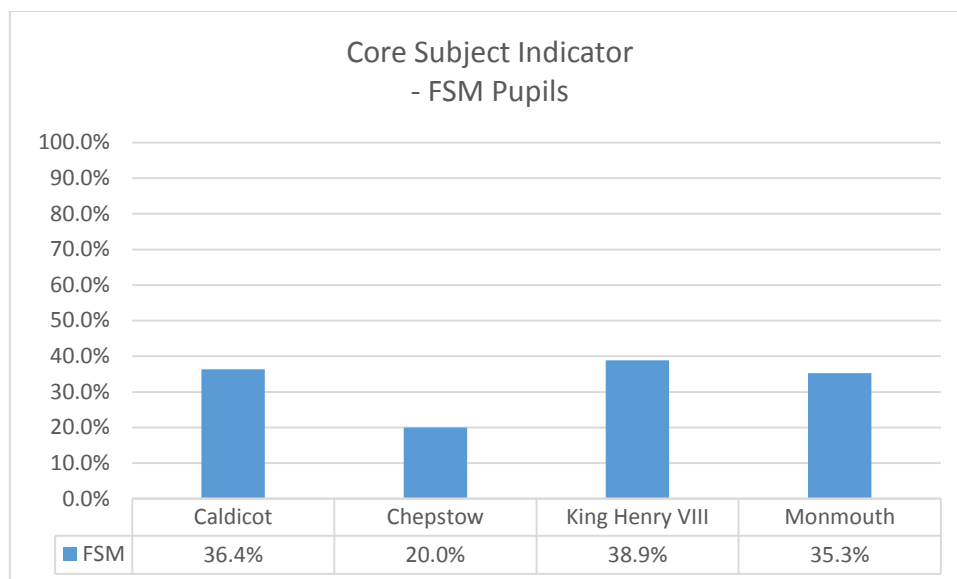
FSM Performance

The attainment gap between FSM and non FSM pupils widened to 41.3 points, an increase from 34.5 in 2015. As similar in previous indicators, FSM pupils have seen a decrease in performance whilst Non FSM pupil figures have also increased. 28.6% equates to 24 of 84 pupils achieving the CSI.



pp = percentage points
CSI = Core Subject Indicator

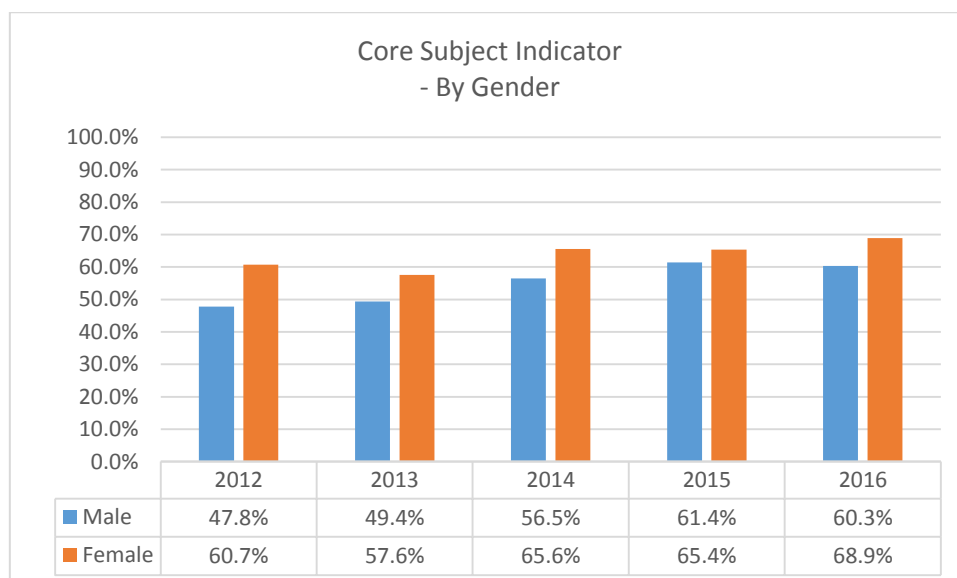
L2Tinc = Level 2 Threshold including English/Welsh & Maths



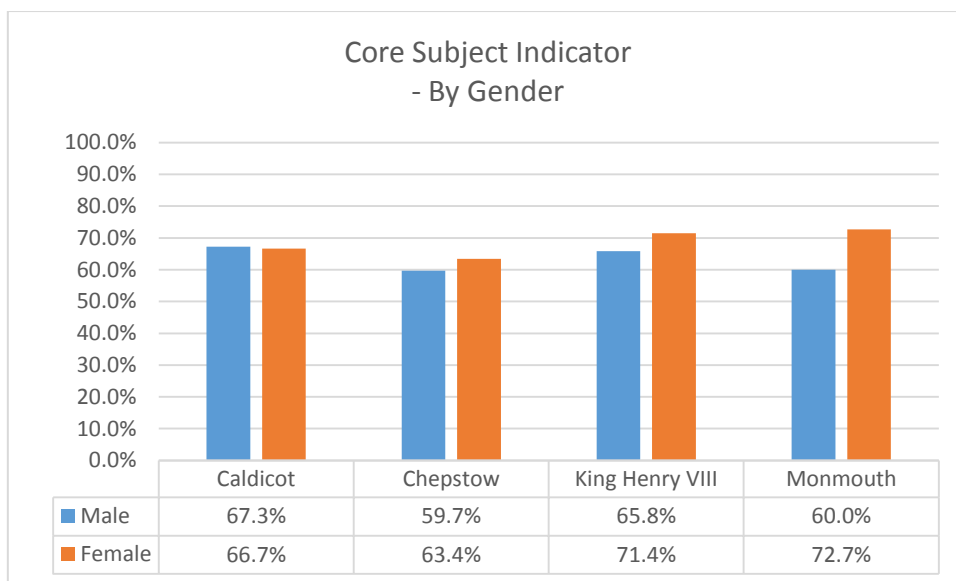
	Caldicot	Chepstow	King Henry VIII	Monmouth
2016	36.4% (8/22)	20.0% (3/15)	38.9% (7/18)	35.3% (6/17)

Performance by Gender

The attainment gap widened to 8.5 in 2016, with the performance of boys decreasing marginally to 60.3% and the increase in girls performance by 3.5pp to 68.9%. Wales also saw a widening of their attainment gap to 8.0.



	Male	Female
2016	60.3% (234/388)	68.9% (283/411)



	Caldicot	Chepstow	King Henry VIII	Monmouth
Male	67.3% (76/113)	59.7% (43/72)	65.8% (52/79)	60.0% (63/105)
Female	66.7% (72/108)	63.4% (45/71)	71.4% (65/91)	72.7% (101/139)

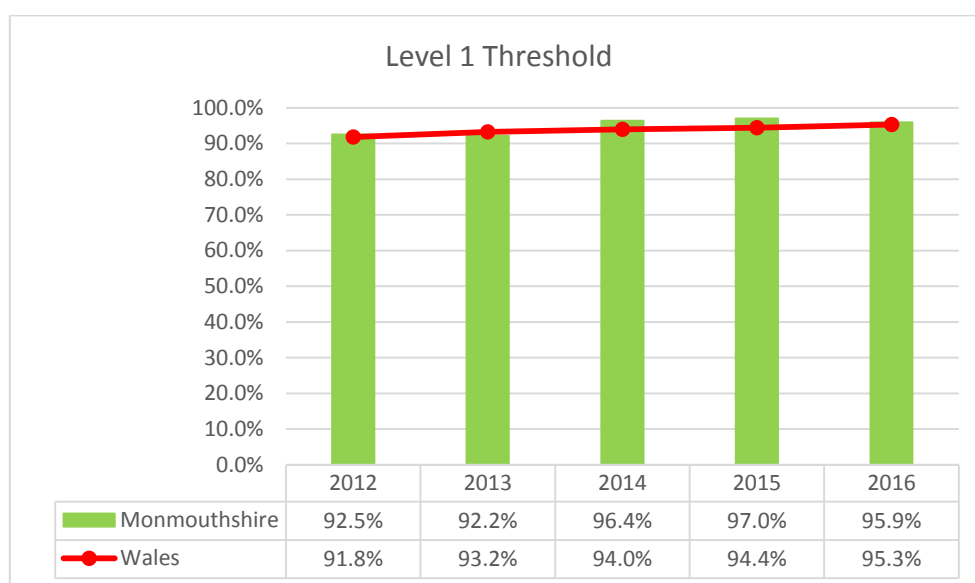
Level 1 Threshold

Performance dropped by 1.1pp in 2016 to 95.9% - the lowest figure for 3 years. With Wales seeing an increase also, the gap between each other is now 0.6pp.

This is the only Key Stage 4 indicator to progress less than Wales over the past 5 years, with Monmouthshire seeing a 3.4pp increase from 2012 in comparison to the 3.5pp increase by Wales. The trend is similar over the past 3 years also, with Monmouthshire seeing a decrease over the period of 0.5pp whereas Wales saw an increase of 1.3pp.

Monmouthshire ranked as 8th in Wales for the Level 1 Threshold, a drop from having been in 3rd position in 2015.

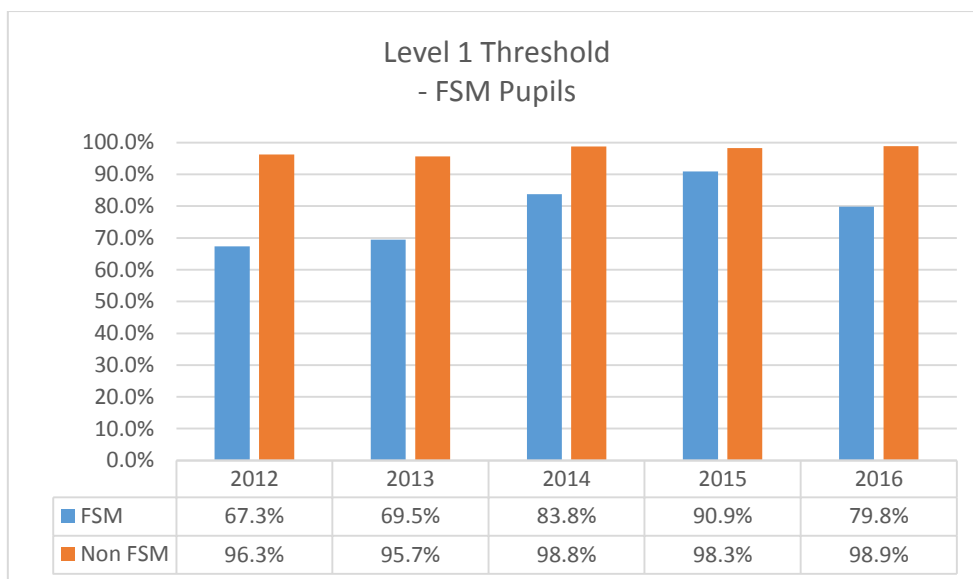
Monmouthshire's figure of 95.9% equates to 766 of the 799 pupils achieving the level 1 threshold.



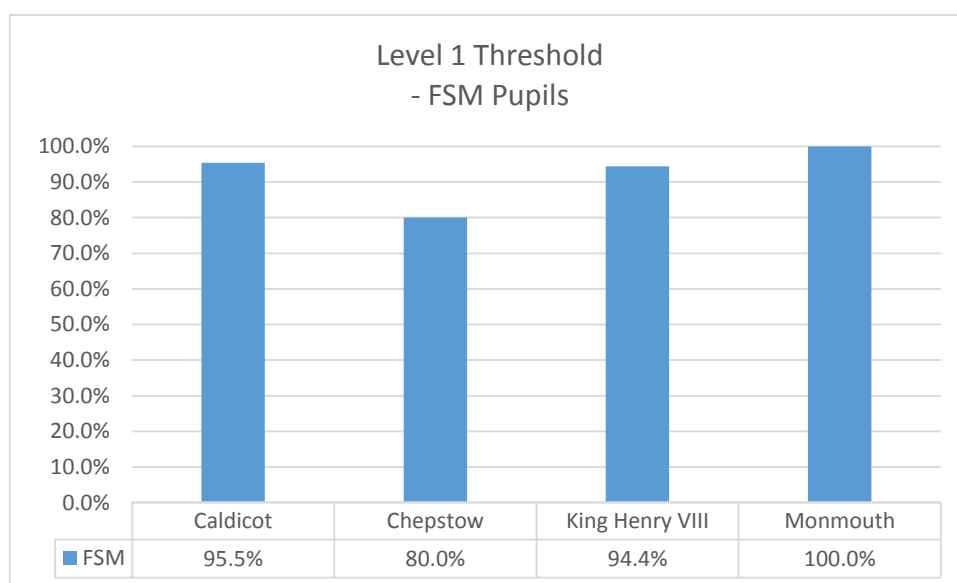
FSM Performance

Performance for FSM pupils dropped to a 3 year low in Monmouthshire, coupled with a slight increase for Non FSM pupils, the attainment gap between both groups has more than doubled to 19.1 – from 7.4 in 2015.

Over a 5 year period, the attainment gap has closed by almost 10 points, compared to the 6 point closing of the gap by Wales over the same period of time. However over the past 3 years, Monmouthshire has seen the gap widen by 4.1 points.



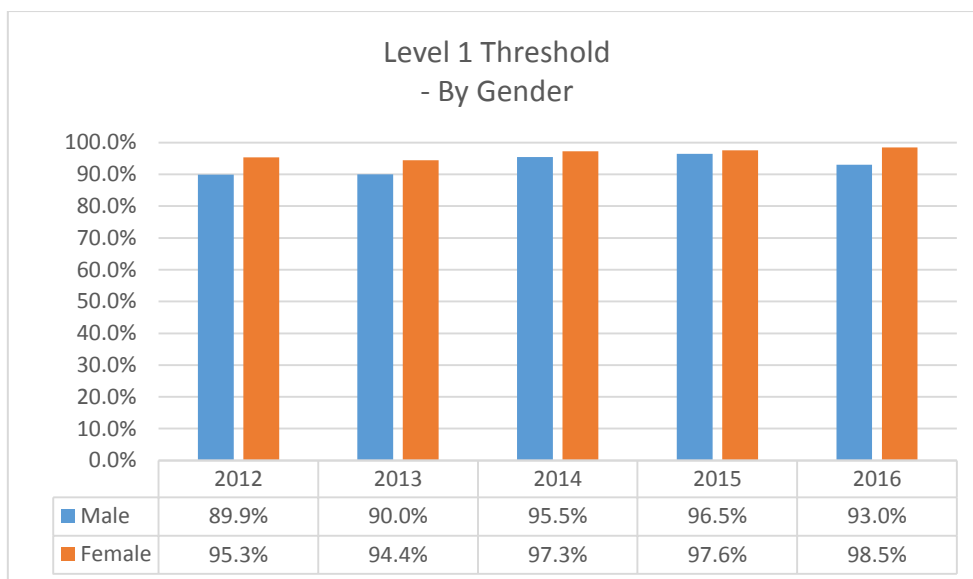
	FSM
2016	79.8% (67/84)



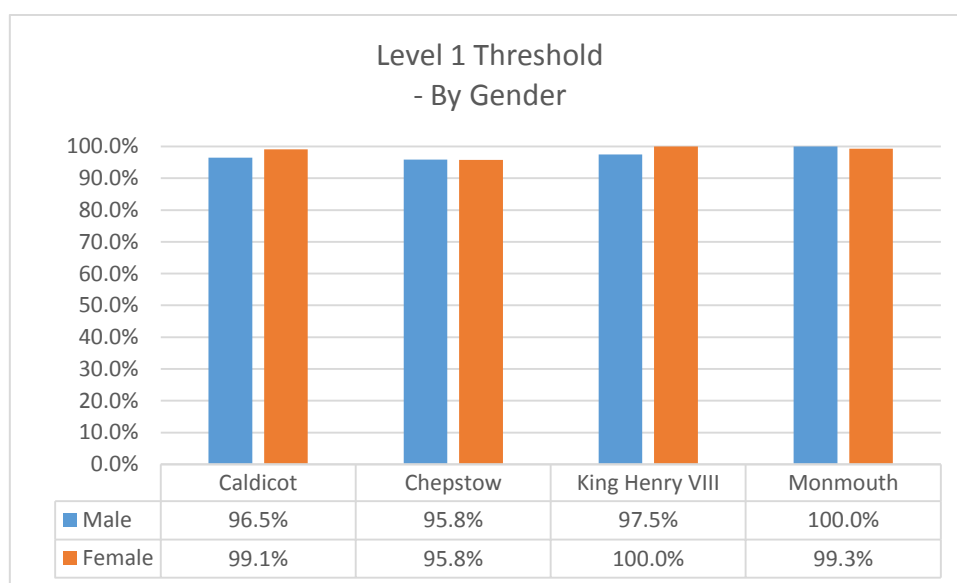
	Caldicot	Chepstow	King Henry VIII	Monmouth
2016	95.5% (21/22)	80.0% (12/15)	94.4% (17/18)	100% (17/17)

Performance by Gender

The attainment gap between boys and girls increased fivefold for Monmouthshire in 2016. Widening from 1.1 in 2015 to 5.5, with boys seeing a 3.5pp drop in performance. The attainment gap for Wales widened slightly by 0.3 to 2.8, therefore having had a lesser gap than Wales for the previous 2 years, Monmouthshire now has a 2.7 difference to Wales.



	Male	Female
2016	93.0% (361/388)	98.5% (405/411)



	Caldicot	Chepstow	King Henry VIII	Monmouth
Male	96.5% (109/113)	95.8% (69/72)	97.5% (77/79)	100.0% (105/105)
Female	99.1% (107/108)	95.8% (68/71)	100.0% (91/91)	99.3% (138/139)

Level 2 Threshold

Both Monmouthshire and Wales saw decreased in performance in 2016. Monmouthshire saw a bigger decrease of 1 percentage point compared to the 0.1pp drop by Wales.

In contrast to the Level 1 Threshold, the trend data over the past 5 and 3 year period show that Monmouthshire have seen greater increases in performance. The 16.1 percentage point gain from

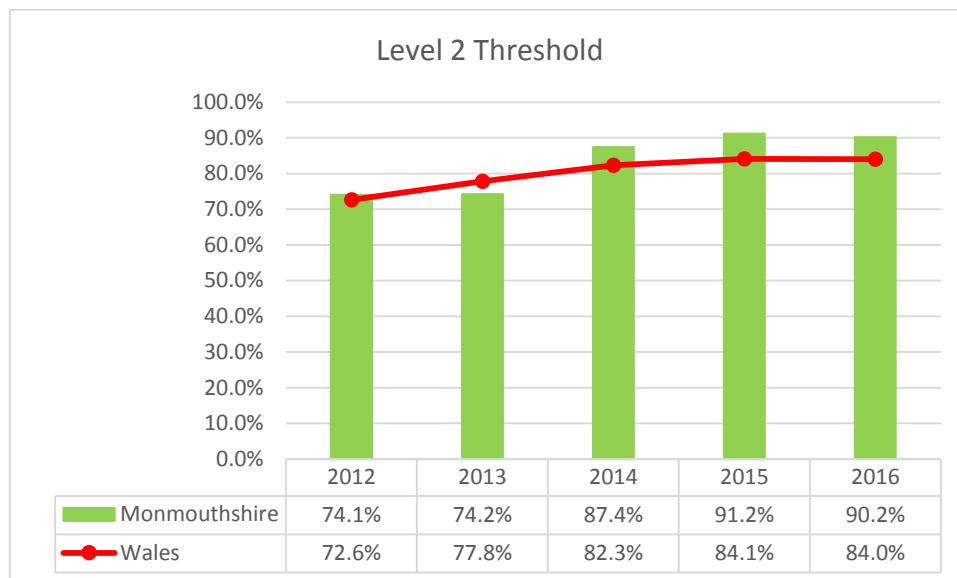
pp = percentage points
CSI = Core Subject Indicator

L2Tinc = Level 2 Threshold including English/Welsh & Maths

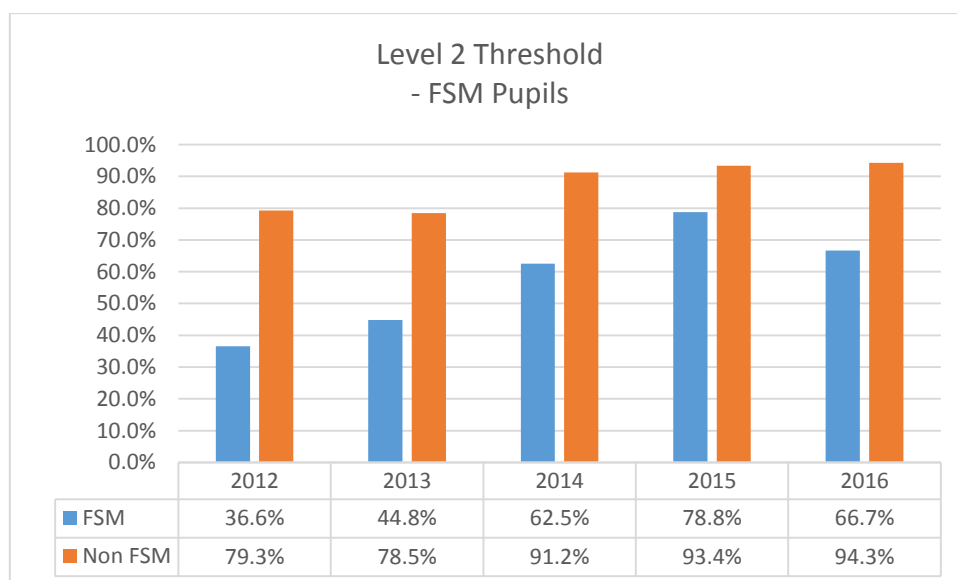
2012 to 2016 is 4.7pp larger than the gain achieved by Wales (11.4pp). Over the past 3 year, Monmouthshire saw an increase by 2.8pp to Wales's 1.7pp.

Monmouthshire ranked 3rd in Wales for the Level 2 Threshold, a drop from 2nd in 2015.

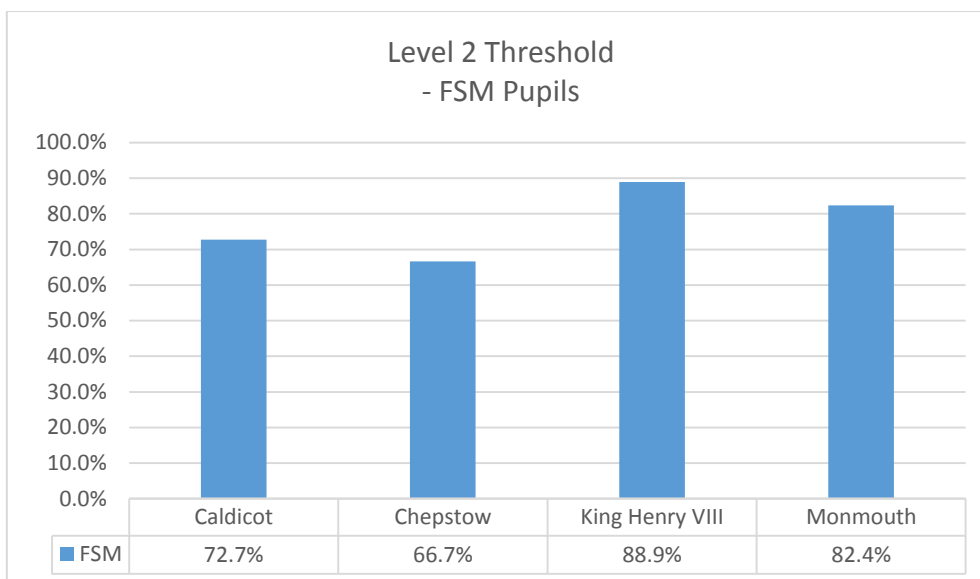
The 2016 figure of 90.2% constitutes 721 of 799 pupils achieving the level 2 threshold.



Similar to that of the Level 1 Threshold, Monmouthshire FSM pupil performance dropped by 12.1pp to 66.7%, whilst the performance on Non FSM pupils also increased slightly to 94.3%. Comparing to Wales, where both groups saw increases in performance has led to the attainment gap between Monmouthshire widening to a 4 year high. The gap for 2016 is 27.7, compared to 17.5 in Wales.

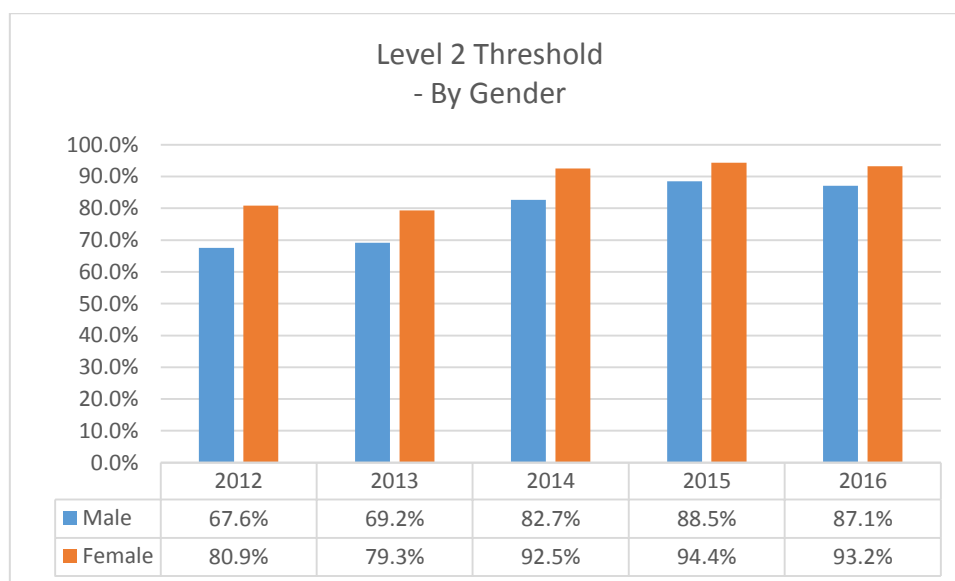


	FSM
2016	66.7% (56/84)

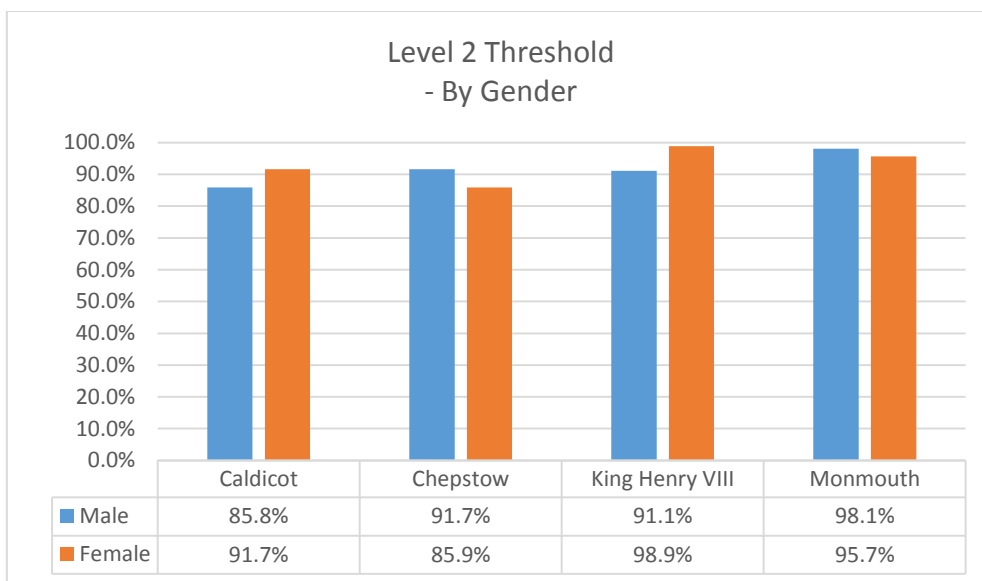


	Caldicot	Chepstow	King Henry VIII	Monmouth
2016	36.4% (8/22)	20.0% (3/15)	38.9% (7/18)	35.3% (6/17)

The attainment gap widened slightly in Monmouthshire, by 0.1 to 6.1. The increase is near enough mimicked at Wales level where their figure increased by 0.2 to 6.9. Monmouthshire remain under the Wales attainment gap level for the 5th year in a row.



	Male	Female
2016	87.1% (338/388)	93.2% (383/411)



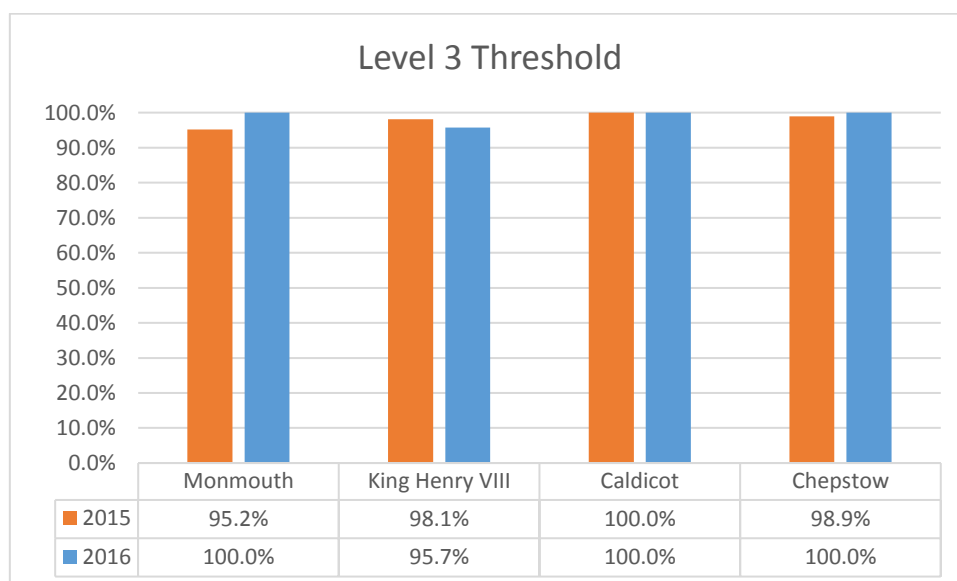
	Caldicot	Chepstow	King Henry VIII	Monmouth
Male	85.8% (97/113)	91.7% (66/72)	91.1% (72/79)	98.1% (103/105)
Female	91.7% (99/108)	85.9% (61/71)	98.9% (90/91)	95.7% (133/139)

Cohort (All)	Of those entered for equivalent of 2 A-Levels
377	351

Level 3 Threshold

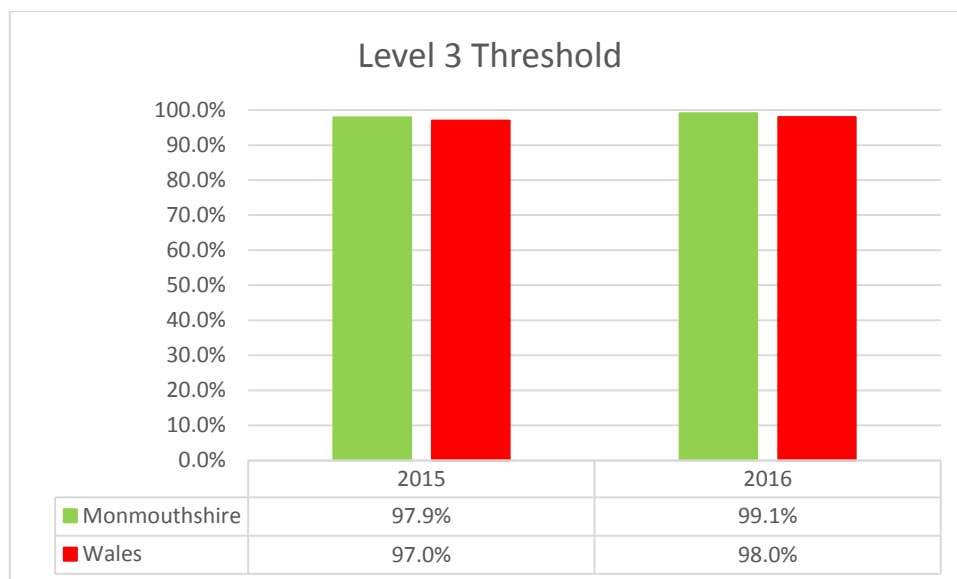
3 of the 4 Schools in Monmouthshire saw 100% achievement in the main indicator at Key Stage 5 (KS5), with King Henry VIII the only school not to do so.

King Henry VIII decreased by 2.4 percentage points (pp) on their 2015 performance, now at 95.7%. Caldicot saw all 63 of their KS5 pupils achieve the Level 3 Threshold, as achieved in 2015 also. Monmouth and Chepstow saw increases to 100%.



	Monmouth	King Henry VIII	Caldicot	Chepstow	Monmouthshire
2016	100% (151/151)	95.7% (66/69)	100% (63/63)	100% (68/68)	99.1% (348/351)

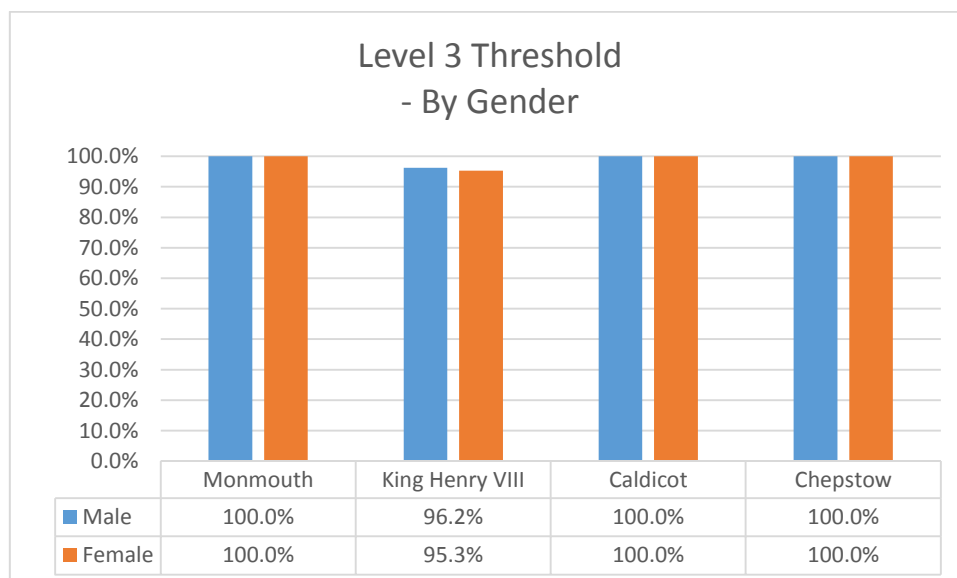
Monmouthshire as a whole saw an increase of 1.2pp to 99.1%. This equates to 348 of the 351 pupils eligible.



Performance by Gender

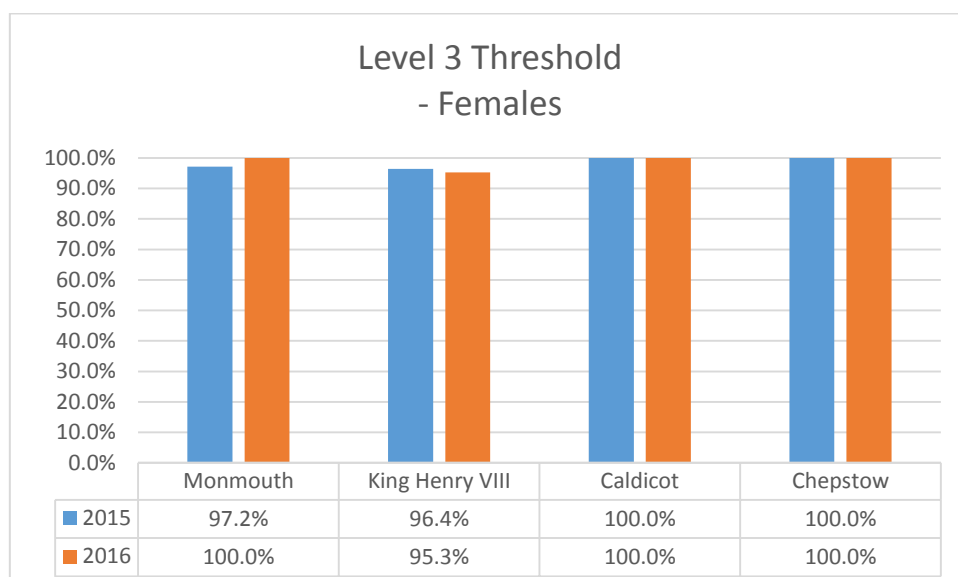
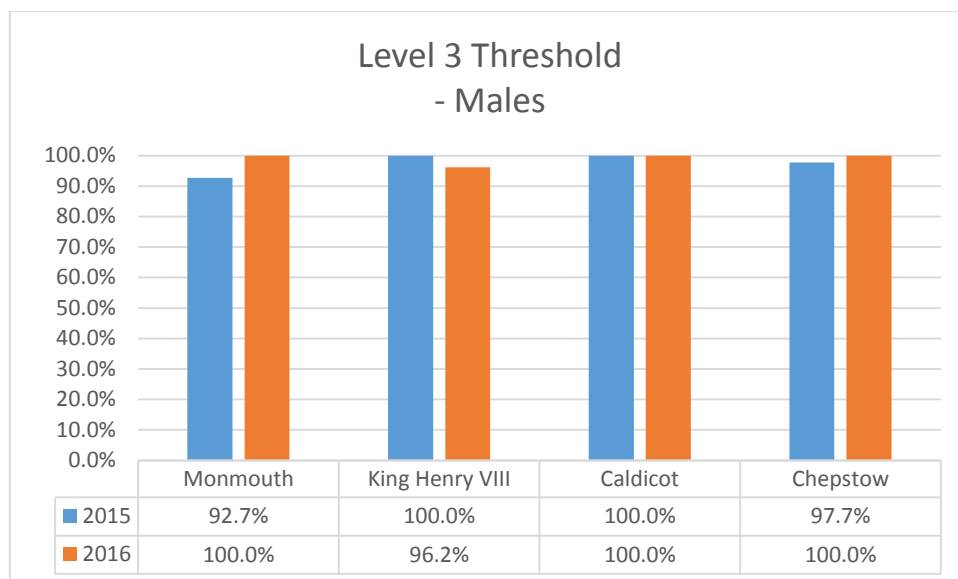
Girls outperformed boys in 2 of the 4 Comprehensive school in Monmouthshire, Caldicot saw an equal performance for both boys and girls, whilst Monmouth saw boys outperform girls by 0.4 percentage points. The largest gap was in King Henry VIII, where there was a 7.8 percentage point difference in performance, with girls scoring 91.1%. Although a similar gap (6.6pp) was seen in Chepstow too.

Monmouthshire saw a closing of the gap between boys and girls. From a 2.5 percentage point(pp) gap in 2015 to a 2.0pp in 2016. With girls continuing to outperform boys.



	Monmouth	King Henry VIII	Caldicot	Chepstow
Male	100% (71/71)	96.2% (25/26)	100% (33/33)	100% (27/27)
Female	100% (80/80)	95.3% (41/43)	100% (30/30)	100% (41/41)

pp = percentage points

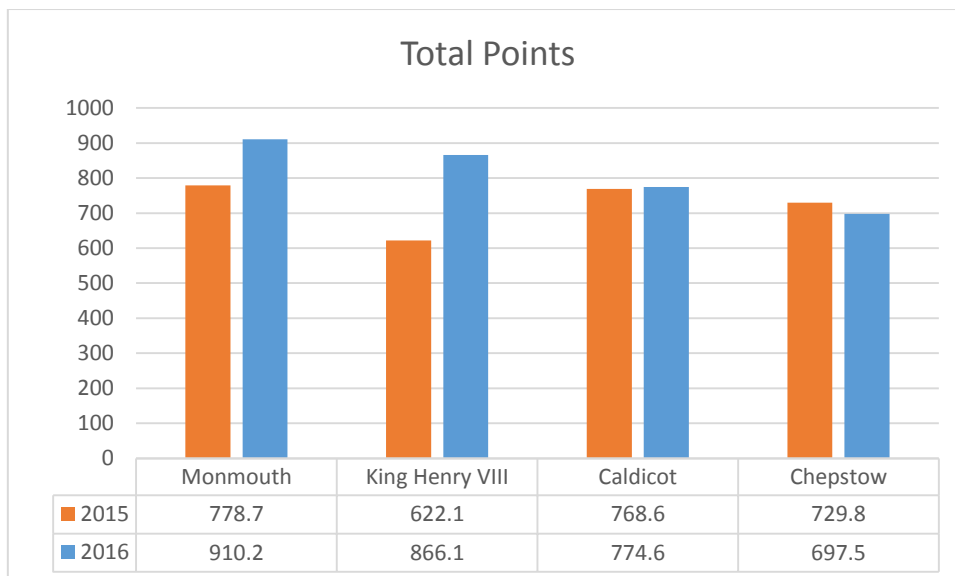


	Monmouth	King Henry VIII	Caldicot	Chepstow	Monmouthshire
2016 Male	100% (71/71)	96.2% (25/26)	100% (33/33)	100% (27/27)	99.4% (156/157)
2016 Female	100% (80/80)	95.3% (41/43)	100% (30/30)	100% (41/41)	99.0% (192/194)

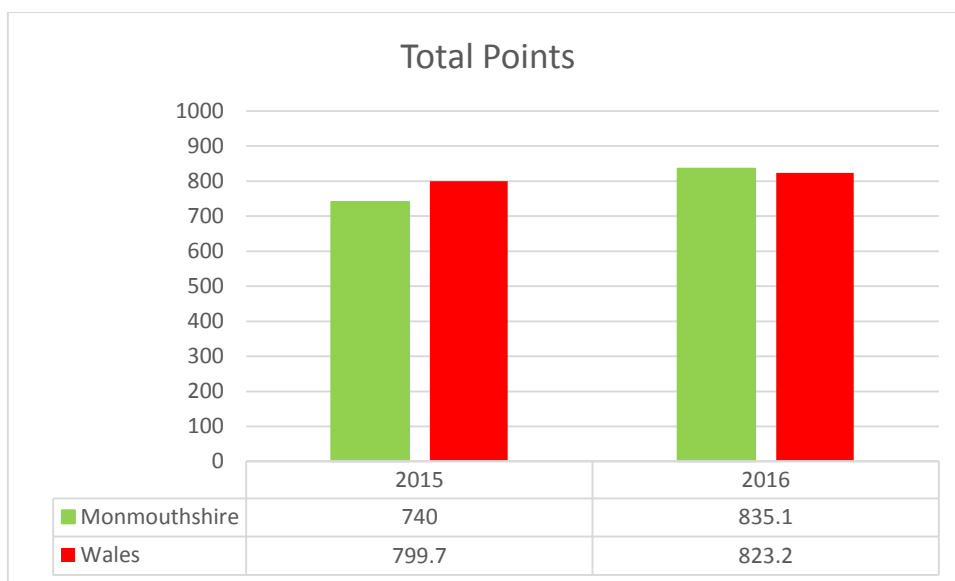
pp = percentage points

Total Points

3 of the 4 Schools in Monmouthshire saw an increase in the total points score. Chepstow were the only school seeing a decrease. Caldicot saw the smallest increase, with a 6 point increase. However Monmouth and King Henry VIII saw significant increases compared to their 2015 scores, with Monmouth rising by 131.5 points and King Henry by 244.



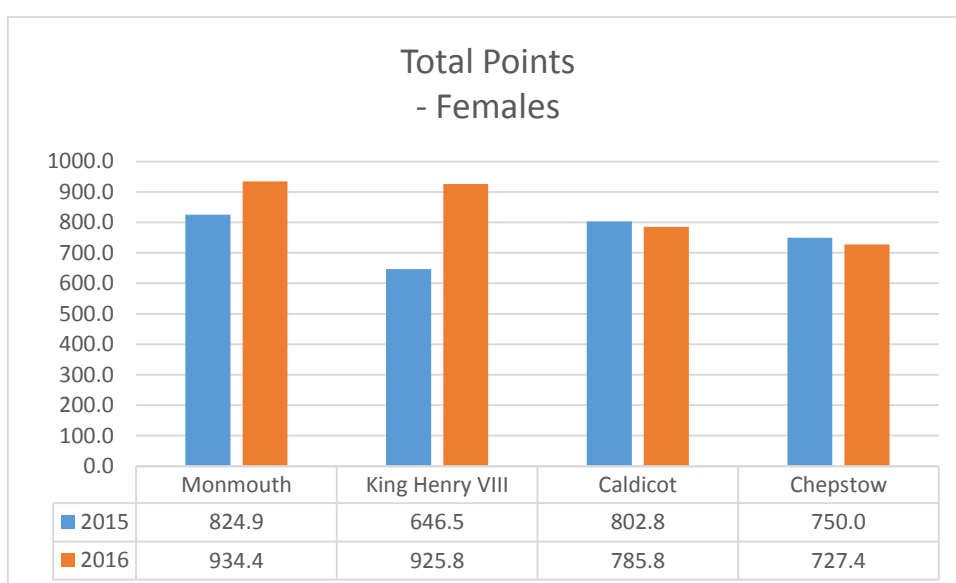
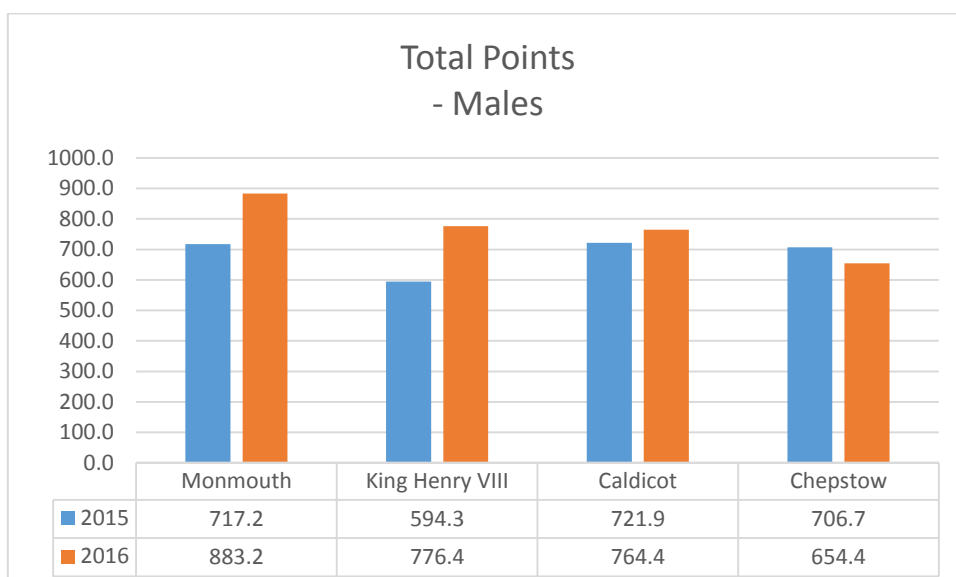
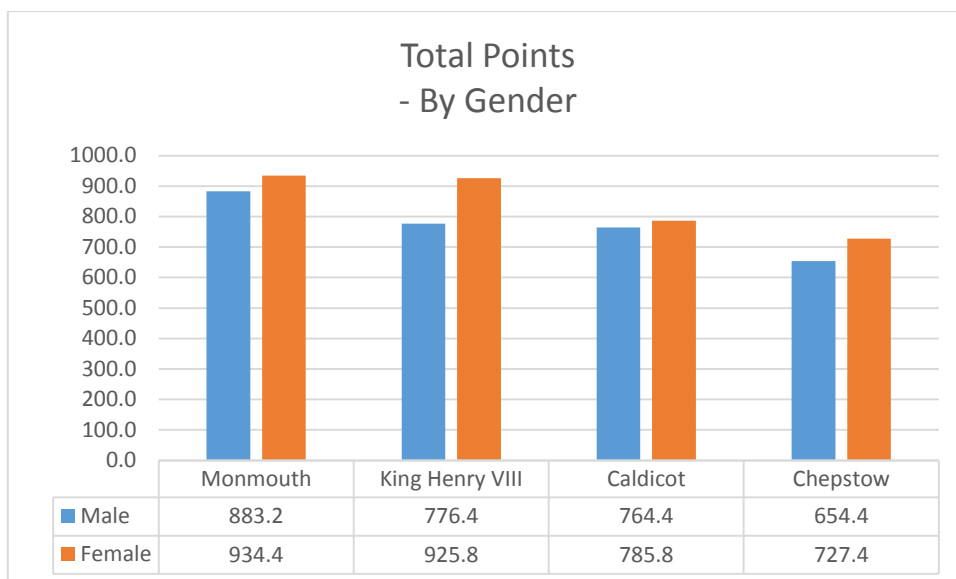
For Monmouthshire as a whole also saw an increase, from 740 in 2015 to 835.1 in 2016 (95.1 point increase).



Performance by Gender

As consistently seen throughout key stage 4 and 5 in 2016, girls outperformed boys when comparing total points. The widest gap is at King Henry VIII, with a difference of 149.4 points. All other schools have gaps closer than 100 points, with Caldicot having the closest gap of 21.4. Monmouth and Chepstow have differences of 51.2 and 73 respectively.

pp = percentage points



pp = percentage points

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Children and Young People Select Committee

Action List

12th January 2017

Minute Item:	Subject	Officer / Member	Outcome
5	Draft Budget Proposals 2017/18 for Consultation	<p>Mark Howcroft</p> <p>Hazel Ilett</p> <p>Joy Robson</p>	<p>Provide County Councillor Blakebrough with a copy of the Treasury Management update.</p> <p>All Cabinet Members to be invited to the Joint Select Committee meeting on 31st January 2017.</p> <p>Appendices of related issues to be attached to the report relating to the specific directorate.</p>

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Monmouthshire's Scrutiny Forward Work Programme 2017

Children and Young People's Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Joint Meeting with CYP 6 th February 2017 (am)	Population Needs Assessment	To consider the draft population needs assessment for Monmouthshire in line with the requirement to produce a well-being assessment (Future Generations Act 2015)	Matthew Gatehouse	Policy Development
16 th February 2017	Education Achievement Service Business Plan 2017-18	To scrutinise the Business Plan to ensure added value for Monmouthshire.	EAS	Performance Monitoring
	Final performance report on Key Stages 4 and 5	Scrutiny of the final results.	Will Mclean Nicola Allan (EAS)	Performance Monitoring
	Budget Monitoring report	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
27 th Feb 2017 2pm Joint Select Committee	Alternative Service Delivery Model	Scrutiny of the business case for the new Delivery Model	Tracey Thomas Ian Saunders Cath Fallon	Pre-decision Scrutiny
Joint Special with Adults March 2017	Young Carers Strategy	To consider the first Young Carers Strategy in Wales. *Invite Aneurin Bevan University Health Board*	Kim Sparrey Deborah Saunders	Policy Development
23 rd March 2017	Update on Schools Budgets	TCB	Nikki Wellington	Budget Monitoring
20 th April 2017	TBC			

Standing /Future Items for Scrutiny:

- × CYP Self-evaluation - continued scrutiny/annual report (November 2017)

Monmouthshire's Scrutiny Forward Work Programme 2017

- x **EAS Commission Report** - Evaluation of the impact made by the EAS in academic year 2015/16 and consideration of the improvements that will be commissioned from the EAS in line with the new 3 year Business Plan from April 2017.
- x **Monmouthshire's strategic review for Education (All Schools Strategy / ESR)**
- x **ALN Review**
- x **Corporate Parenting Report** - Annual scrutiny together with discussion on the issues, actions proposed and strategies in place to manage placements and reduce MCC's dependency upon external agencies.
- x **Review of Collaborative Arrangements** - proposed reduction in spending on 16-17 and 17-18.
- x **Youth Offending Service Report**
- x **Acorn And Flying Start**
- x **Schools Funding Formula - May 2017**
- x **Childcare Sufficiency Assessment** - monitoring the outcomes of the action plan - Summer 2017
- x **EAS Annex**
- x **Feedback from Joint Executive Group**
- x **Response from WG on Children's Services Funding.**

Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

Subject	Purpose	Consultees	Author
2nd MARCH 2016 – CABINET			
MEET strategy			Tracey Thomas
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 st January 2016		Dave Jarrett
2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy	The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
New Monmouthshire Carers Strategy (Adults)			Deb Saunders
Mounton House Formula Change			Nikki Wellington
Review of the Proposed closure of Deri View			Debbie Morgan
Removal of post from CYP			Sharon Randall

Subject	Purpose	Consultees	Author
			Smith
SRS			Sian Hayward
Pay Policy			Sally Thomas
9th MARCH 2016 – INDIVIUDAL DECISION			
Flexi retirement request			Ian Bakewell
Allocation Policy			Karen Durant
10th MARCH 2016 – COUNCIL			
Final Composite Council Tax Resolution	To set budget and council tax for 2016/17		Joy Robson
Treasury Management Strategy 2016/17	To accept the annual treasury management strategy		Joy Robson
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
Waste Strategy			Carl Touhig/ Roger Hoggins
CIL			Martin Davies
SPG			Martin Davies
Draft Diary			
Pay Policy			Sally Thomas
23rd MARCH 2016 – INDIVIUDAL CABINET MEMBER DEICSIONS			
Release of restrictive covenant			Gareth King
Creation of business support officer post	To gain agreement to employ a full-time Business Support Officer within Children's		Gill Cox

Subject	Purpose	Consultees	Author
	Services.		
Tender for Treasury Services			Mark Howcroft/Jon Davies
Conservation area appraisals	To adopt as supplementary planning guidance		Mark Hand
Flexible retirement request			Roger Hoggins
24th MARCH 2016 – SPECIAL CABINET			
Risk Assessment			Richard Jones
Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 rd March)			Debbie Morgan
Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 rd March 2016)			Debbie Morgan
Removal of CYP post (EXEMPT)			Sharon Randall-Smith
CYP Call-In (Mounton House)			Tracey Harry
13TH APRIL 2016 - CABINET			
Digital Strategy	To update members on progress with the digital strategy and to agree the next steps.		Sian Hayward
Community Coordination evaluation of pilot			Matt Gatehouse
Proposed Closure of Deri View Special Needs Resource Base			Debbie Morgan
Mardy Park			Colin Richings
EAS Business Plan			Debbie Hartevelde (EAS)
Play Sufficiency Assessment			Matthew Lewis
People and organisational			Lisa Knight Davies

Subject	Purpose	Consultees	Author
strategy			
Acorn Staffing Restructure			Clair Evans
Recommendations from Select			Hazel Ilett
27th APRIL 2016 – INDIVIDUAL DECISION			
SHG Programme			Shirley Wiggam
Moving Boverton House from CYP into the Enterprise Directorate			Ian Saunders
Monmouthshire Flood Risk Management Plan			Dave Harris
Primary Shopping Frontages Supplementary Planning Guidance'			Jane Coppock
4th MAY 2016 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 5 held on the 10 th March 2016		Dave Jarrett
BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT	To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates.		Deb Mountfield
Gilwern Setion 106 Funding	reporting back following the deferral of the Gilwern decisions at the February meeting		Mike Moran
Church Road Caldicot S106	new, short report to include some funding into the capital budget for 2016/17		Mike Moran
Monmouth S106 Funding			Mike Moran
Transfer management of			Cath Sheen

Subject	Purpose	Consultees	Author
Raglan VC Primary school former Junior building to the Enterprise Directorate			
Funding to Caldicot Town Team – Caldicot goes pop			Judith Langdon
Funding to Caldicot Town Team – Caldicot Market			Judith Langdon
4th MAY 2016 – SPECIAL COUNCIL			
11TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Transfer member of staff from Policy and Performance to CYP Directorate			Will McLean
WVTRA			Roger Hoggins
Monmouth Section 106 Funding – St Thomas Church Hall.			Mike Moran
40mph Speed Limit B4235 Myndbach			Paul Keeble
12TH MAY 2016 – COUNCIL			
Improvement Plan 2016-17			Matt Gatehouse
25TH MAY 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Supplementary Planning Guidance – Draft Programme			Jane Coppock
Review of the administrative fee (Abergavenny Town Centre Loan Scheme) Councillor Greenland.			Stephen Griffiths
Review of the Council's Planning Pre-application			Craig O'Connor

Subject	Purpose	Consultees	Author
Advice Service including the proposal to increase the charges for this service			
Proposed prohibition of waiting at any time & prohibition of driving (except for access) mount way, chepstow.			Paul Keeble
8th JUNE 2016 – CABINET			
Contaminated Land report for Cabinet decision	To consider the options for revising the Authority's Contaminated Land Inspection Strategy		Huw Owen / David Jones
Review of Sundry Debtors policy	To agree the updated Sundry Debtor Policy, to ensure that the Authority continues to adopt a consistent and transparent approach to the management of its sundry debts.		Joy Robson
Revenue & Capital Monitoring 2015/16 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2015/16 financial year.		Mark Howcroft
Monmouthshire Carers strategy	To gain the approval of Cabinet, for the publication of the Monmouthshire Carers Strategy 2016-2019.		Bernard Boniface/ Deb Saunders
Volunteering Strategy	To introduce the Draft Volunteering Strategy 2016-19		Owen Wilce
Capital Programme Report	To seek member approval for highway and transportation schemes as part of Welsh Government transport grants and Section 106 agreements associated with new developments throughout Monmouthshire		Paul Keeble
S106 Funding Newport Road, Caldicot	To consider the release of S106 funding from the Newport Road allocation to enable the Caldicot Linkage Scheme to proceed		Deb Hill-Howells
Hydrogen Car Trial			Ben Winstanley / Roger Hoggins

Subject	Purpose	Consultees	Author
Changes to the EAS business arrangements	To seek Cabinet approval of the changes on Governance arrangements; Business arrangements; Funding arrangements		Sharon Randall Smith
Caerwent House	To update Cabinet on project progress and proposed action with regards to the Compulsory Purchase Order in relation to Caerwent House.		Philip Thomas
15TH JUNE – INDIVIDUAL CABINET MEMBER DECISIONS			
Establishing two temporary posts to facilitate new duties under the social services & well-being (wales) act 2014, part 11 – to assess and meet the needs of adults in the secure estate.			Julie Boothroyd
Capability Policy for school based employees			Sally Thomas
16th JUNE - COUNCIL			
Update on Syrian Resettlement Programme			Will McLean
Audit Committee Annual Report 2015/16, Annual report 2014/15			Andrew Wathan
29th JUNE 2016 – INDIVIDUAL CABINET DECISION			
EU Project			Deserie Mansfield
Re-Allocation of Resources within Development Management			Mark Hand
Amendments to the protocol on public speaking at Planning Committee			Mark Hand
6TH JULY 2016 – CABINET			
Welsh Language Monitoring			Alan Burkitt

Subject	Purpose	Consultees	Author
Report			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 1 held on the 16th June 2016.		Dave Jarrett
Review of Reserves			Joy Robson
End of year performance on Whole Authority Safeguarding			Teresa Norris / Claire Marchant
Proposed changes to the whole authority safeguarding approach			Teresa Norris / Claire Marchant
Car Park Management and Obstructions in the Highway			Roger Hoggins
LSS Annual report			Claire Marchant
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13th July – INDIVIDUAL CABINET MEMBER DECISION			
Proposed prohibition of waiting at any time & prohibition of waiting mon – sat 10:00am – 3:00pm, st kingsmark avenue,			Paul Keeble
Proposed 30mph speed limit, R139 Crick Road, Crick.			Paul Keeble
Proposed prohibition of waiting at any time & prohibition of waiting mon – fri 8am – 5pm, Monmouth Road & other roads, Usk			Paul Keeble

Subject	Purpose	Consultees	Author
Proposed 30mph speed limit, R122 (Crick to Shirenewton), Crick.			Paul Keeble
Proposed 40mph speed limit, R122 Earlswood Road, Crick.			Paul Keeble
Proposed weight restriction order Usk			Paul Keeble
Monmouthshire Meals Leadership			Colin Richings
Mouton House – Catering Staff restructure			Rob O’Dwyer
27TH JULY – INDIVIDUAL CABINET MEMBER DECISION			
Wye Valley Management Plan			Matthew Lewis
Procurement Memorandum for Understanding for Regional Garden Waste Treatment			Carl Touhig
Team Abergavenny Business Case for Capital Expenditure	To consider an application for expenditure		Deb McCarty
Review of the Council’s Allocation Scheme			Karen Durrant
Language and Play/Engagement Worker Post Deletion Proposal			Beth Watkins
27TH JULY – CABINET			
Budget Monitoring report – Period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Children’s Services Improvement Reports			Claire Marchant
Redundancy Report –	EXEMPT REPORT		Ian Saunders

Subject	Purpose	Consultees	Author
Leisure Services			
Crick Road			Deb Hill-Howells
Effectiveness of Council Services – Q4			Matt Gatehouse
People Services Annual Report			Peter Davies
Social Care and Health Restructure Report			Claire Marchant
28th JULY - COUNCIL			
DSS Annual report			Claire Marchant
Solar Farm revised business case			Ben Winstanley
Safeguarding – year end performance 2015/16	To sign off end of year performance 2015/16 and present a new way forward on safeguarding		Teresa Norris
CYP Chief Officer report			Sarah McGuinness
Sustainable Development Policy			Matthew Gatehouse
17th AUGUST – INDIVIDUAL CABINET MEMBER DECISION			
Map Modification Order			Mandy Mussell
Delegated Waste Enforcement Powers for Waste and Street Services			Carl Touhig
Job Evaluation In Respect Of The Occupational Therapist In The Children With Disabilities Team Monmouthshire.			Carol Buck
31ST AUGUST 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Procurement Card Policy	To seek approval of the Procurement Card Policy to be used within the Authority		Lisa Widenham

Subject	Purpose	Consultees	Author
Training And Events Co-ordination			John McConnachie
Temporary Animal Health & Feed Officer			Gareth Walters
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
7TH SEPTEMBER - CABINET			
Section 106 Education Contributions - Land at Ty Mawr and Cae Meldon, Gilwern	To decide on the use of education balances available from the Section 106 Agreements relating to the development of land at Tw Mawr and at Cae Meldon, Gilwern.		Simon Kneafsey
Allocation of Section 106 Funds – Magor and Undy			Deb Hill Howells
Youth Offending Service Restructure Report			Jacalyn Richards
Effectiveness of Council Services – Q1 2016/17 update			Richard Jones
Caldicot Town Team Section 106 Funding Pilot			Judith Langdon
Recommendations from Select Committees			Hazel Ilett
14TH SEPTEMBER – INDIVIDUAL CABINET MEMBER DECISIONS			
Permanent Adoption of post CDLL18			R Tranter
To Establish The Temporary Post Of Carers Development Manager			B Boniface

Subject	Purpose	Consultees	Author
22ND SEPTEMBER 2016 – COUNCIL			
MCC Audited Accounts 2015/16(formal approval	To present the audited Statement of Accounts for 2015/16 for approval by Council		Joy Robson
ISA 260 report – MCC accounts	To provide external audits report on the Statement of Accounts 2015/16		WAO
Re-Appointment of Monmouthshire Local Access Forum	To secure the appointment of members to the Monmouthshire Local Access Forum for its next 3 year period.		Matthew Lewis
Provision of a Community Hub in Abergavenny			Deb Hill-Howells
Stage 2 Improvement Plan – How we performed 2015/16			Richard Jones
City Deal			
Future Schools Programme			Simon Kneafsey
28TH SEPTEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Emergency planning – business continuity register of priority services	To seek agreement from the Emergency Planning ‘Portfolio Holder’ to the revised and updated MCC Register of Priority Services.		Ian Hardman
5TH OCTOBER 2016 – CABINET			
Gilwern Section 106 funding			Mike Moran
Community Asset Transfer of Caerwent Hall and Playing fields			Ben Winstanley
LDP/AMR			Jane Coppock
12TH OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Monmouthshire Museums Accreditation			Rachel Rogers
Carer Information And Support			Bernard Boniface

Subject	Purpose	Consultees	Author
Request for Change in Establishment	EXEMPT REPORT		Ruth Donovan
20TH OCTOBER 2016 – COUNCIL			
Future Schools			Will Mclean/Pete Davies
26TH OCTOBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
Redundancy costs for one employee arising from relocation of My Day My Life (Swanraft) to Overmonnow Resource Centre'			Shelley Welton
Creation of an apprentice position on the Financial System support team			Lisa Widenham
Change of Senior Practitioner Social Worker to Social Worker Post			Julie Boothroyd
Private Rented Sector Housing Development Policy			Ian Bakewell
Job Evaluation Of Legal Assistant Post CDLL 39			Rob Tranter
2ND NOVEMBER 2016 – CABINET			
Discretionary Housing Payments			Ruth Donovan
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 2 held on 22 nd September 2016.		Dave Jarrett
MTFP and Budget proposals for 2017/18	To provide Cabinet with revenue Budget Proposals for 2017/18 for consultation purposes		Joy Robson

Subject	Purpose	Consultees	Author
Revenue & Capital Monitoring 2016/17- Period 2 Outturn Forecast Statement	The purpose of this report is to provide Members with information on the forecast revenue outturn position of the Authority at the end of period 2 which represents month 6 financial information for the 2016/17 financial year		Joy Robson/Mark Howcroft
Delivering Excellent Practice in Children's Services - Progress report			Deb Hill Howells
Abergavenny Town Centre Loan Application	EXEMPT REPORT To approve the recommendation of the Abergavenny Town Centre Loan Board		Steve Griffiths
Revised Staff Contractual arrangements – Individual Support Service			Ceri York
:	For approval to submit for examination		Mark Hand
Undy Athletic Football Club Community Asset Transfer			Ben Winstanley
16th NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
30th NOVEMBER 2016 – INDIVIDUAL CABINET MEMBER DECISION			
DEFINITIVE MAP MODIFICATION ORDER 2016, Section 53 (C)(i) Wildlife and Countryside Act 1981, Restricted Byway (53-16), Great Panta, Devauden			Paul Keeble
Proposed allocation of community learning redundancy costs to reserves	To request member approval to use reserve funding to meet redundancy costs by the Community Learning Department in the Enterprise Directorate in 16/17.	DEFERRED	Andrea Charles
1st DECEMBER 2016 - COUNCIL			

Subject	Purpose	Consultees	Author
CYP CHIEF OFFICER REPORT			Sarah McGuinness
Stock Transfer Agreement – service charge de-pooling			Ian Bakewell
Proposal to revise the Policy on Minimum Revenue Provision (MRP) in respect of Supported Borrowing for 2016/17 onwards			Joy Robson
7TH DECEMBER 2016 – CABINET			
Payroll and HR support restructure			Tracey Harry
Effectiveness of Council Services – Quarter 2 update			Richard Jones
Council Tax Base 2017/18 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government together with the collection rate to be applied for 2017/18 and to make other necessary related statutory decisions		Sue Deacy/Ruth Donovan
Section 106 Funding – Magor GRIP 3 Report			Mike Moran
Future Museums			Cath Fallon
Yprentis / CMC ²			Cath Fallon
Individual Support Service – Proposed Implementation of Revised Contractual Arrangements			Shelley Welton
14TH DECEMBER 2016 – INDIVIDUAL MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales)	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2017/18 financial year as required by statute		Joy Robson

Subject	Purpose	Consultees	Author
Regulations 1995			
Lodged Procurement Card Policy			Lisa Widdenham
16TH DECEMBER 2016 – SPECIAL CABINET			
Capital Budget Proposals	To outline the proposed capital budget for 2017/18 and indicative capital budgets for the 3 years 2018/19 to 2020/21		Joy Robson
Revenue Budget Proposals			Joy Robson
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2017/18		Joy Robson
Newport City Council Partnership with the SRS			Pete Davies
Section 106 Funding, 3G pitch and Caldicot Castle Play Area.			Mike Moran
4th JANUARY 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Housing Renewals Team – Flexible Retirement	EXEMPT REPORT		John Parfitt
11TH JANUARY 2017 – CABINET			
Welsh Church Fund working group	The purpose of this report is to make recommendations to Cabinet on the schedule of applications 2016/17, meeting 3 held on 1st December 2016.		Dave Jarrett
Monmouth Leisure Centre Redesign and Swimming Pool Feasibility Study			Pete Davies
Childrens Services – Service Re-Design			Jane Rodgers

Subject	Purpose	Consultees	Author
Licensing Section Restructure			David Jones
18TH JANUARY 2017 – INDIVIDUAL MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2017/18 as required by statute.		Joy Robson
19TH JANUARY 2017 – COUNCIL			
5 year Welsh Language Strategy			Alan Burkitt
Council Tax Reduction Scheme 2017/18			Ruth Donovan
Standards Committee Appointments			Rob Tranter
1ST FEBRUARY 2017 – CABINET			
Asset Management Strategy			Deb Hill Howells
Budget Monitoring report – period 9	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Chippenham Mead play area, Monmouth	**PRESENTATION PRIOR TO ITEM – RACHEL JUPP – FRIENDS OF CHIPPENHEMA MEAD GROUP**		Mike Moran
Carers in Employment policy			Sally Thomas
Update on youth work in Abergavenny and the surrounding areas.			Josh Klein
Strategic Risk Assessment			Matt Gatehouse

Subject	Purpose	Consultees	Author
1ST FEBRUARY 2017 – INDIVIDUAL CABINET MEMBER DECISIONS			
Childcare Sufficiency Assessment 2017			Sue Hall
Garden Waste Charges			Carl Touhig
Letting of Welsh Church Trust land in Trellech'	EXEMPT REPORT		Gareth King
15TH FEBRUARY 2017 – SPECIAL CABINET			
Final Draft Budget Proposals for recommendation to Council			
15TH FEBRUARY 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Appropriation of land at Crick Road, Portskewett			Gareth King
1ST MARCH 2017 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 th January 2017.		Dave Jarrett
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Proposed sale of land at Crick Road to Melin Homes			Deb Hill Howells
Safeguarding Progress Report			Teresa Norris
Effectiveness of Council Services: Quarter 3 Progress			Matt Gatehouse
Cemeteries - amendments			Deb Hill Howells

Subject	Purpose	Consultees	Author
to charging policy			
The Knoll, Abergavenny Section 106 funding			Mike Moran
ADM – Business Case			Tracey Thomas
2017/18 Education and Welsh Church Trust Funds Investment and Fund	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
8th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Private sector housing enforcement			Huw Owen
ESPO x 2: Fairfield Car Park and Abergavenny Skate Park			Andrew Mason
Establishment changes in Waste and Street Services	changing roles and responsibilities within the team to enable successful delivery of priorities and projects.		Rachel Jowitt
9TH MARCH 2017 - COUNCIL			
Final Budget Proposals			Joy Robson
Final Composite Council Tax Resolution	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
20TH MARCH 2017 - COUNCIL			

Subject	Purpose	Consultees	Author
Monmouth Pool			Pete Davies
ADM Business Case			Tracey Thomas
Pay Policy			Tracey Harry/Sally Thomas
Population Needs Assessment			Matt Gatehouse
Well-being Assessment			Matt Gatehouse
Council Well-being objectives			Matt Gatehouse
Biodiversity and Ecosystem Resilience Forward Plan	To approve a Forward Plan for the application of the Biodiversity and Ecosystem duty as required by the Environment (Wales) Act 2016		Matthew Lewis
Safeguarding Progress Report			Teresa Norris
Outcome of Recycling Review	To agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Procurement Strategy for Household Waste Recycling Centre, Transfer Stations and Residual Haulage.	For Council to approve the procurement strategy and affordability envelope for the procurement of a new contract running from 2018-2030 (7 years plus 5 years extension possibility).		Rachel Jowitt
Community Governance Report			Will McLean
Position Statement report re: Social Services			Geoff Burrows
Council Diary			
5TH APRIL 2017 – CABINET			
Welsh Church Fund Working Group	The Purpose of this report is to make recommendations to Cabinet on the Schedule of applications 2016/17, meeting 6 held on the 20 th March 2017		Dave Jarrett
Pay Policy			Tracey Harry
The introduction of a Council operated Social Lettings			Steve Griffiths

Subject	Purpose	Consultees	Author
Agency within Monmouthshire			
Contaminated Land Inspection Strategy			Huw Owen
3RD MAY 2017 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17, meeting 8 held on the 2017.		Dave Jarrett
Transfer of management of Raglan VC Primary School	To receive a progress update on the transfer of the management of Raglan VC Primary School former junior building to the Enterprise Directorate.		Cath Sheen

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