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Tuesday, 21 February 2017

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Council Chamber - Council Chamber** on **Wednesday, 1st March, 2017, at 2.00 pm.**

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (Copies attached):
 - i. **Safeguarding Progress Report** 1 - 24
Divisions/Wards Affected: All

Purpose: To provide Cabinet members with a review of safeguarding progress

Author: Claire Marchant, Chief Officer Social Care and Health; Jane Rodgers, Head of Children's Services and Safeguarding

Contact Details: janerodgers@monmouthshire.gov.uk
 - ii. **Effectiveness of Council Services - Quarter 3 Progress Update** 25 - 34
Division/Wards Affected: All

Purpose: To provide Cabinet with the latest quarterly update on how the council is performing against a set of measures that are important when forming an opinion on the current effectiveness of council services.

Author: Sian Schofield, Data Analyst; Richard Jones, Policy and Performance Officer

Contact Details: richardjones@monmouthshire.gov.uk
 - iii. **Waste & Street Services: Establishment Changes - Tweaking To Transform** 35 - 56

Division/Wards Affected: All

Purpose: To seek approval for the revised structure as proposed in this report to be implemented within the Waste & Street Services department.

Author: Rachel Jowitt, Head of Waste & Street Services

Contact Details: racheljowitt@monmouthshire.gov.uk

- iv. **Kingfisher Rise Section 106 Funding** 57 - 60
Division/Wards Affected: Magor with Undy

Purpose: To agree the allocation of the Section 106 (S106) off-site recreation funding from the Kingfisher Rise (Magor West) development site.

Author: Mike Moran, Community Infrastructure Coordinator

Contact Details: mikemoran@monmouthshire.gov.uk

- v. **Proposed Community Asset Transfer of Undy AFC Playing Fields** 61 - 80
Division/Wards Affected: Undy

Purpose: To consider the proposed Community Asset Transfer of Undy AFC Playing Fields, to Undy Athletic Football Club to provide the ongoing provision of community playing fields and the development of further community sports facilities.

Author: Ben Winstanley, Estates Manager; Nicola Howells, Estates Surveyor

Contact Details: benwinstanley@monmouthshire.gov.uk

- vi. **Education Achievement Service (EAS) Business Plan 2017-2020** 81 - 114
Division/Wards Affected: All

Purpose: This report presents the South East Wales Education Achievement Service (EAS) Business Plan 2017-2020. The plan sets out the priorities, programmes and outcomes to be achieved by the EAS on behalf of the South East Wales Consortium. The report also focuses upon the expected outcomes in Monmouthshire, these are contained in the Local Authority (LA) Annex.

Author: Debbie Hartevelde (Managing Director EAS)

Contact Details: Debbie.hartevelde@sewaleseas.org.uk

- vii. **2017/18 Education and Welsh Church Trust Funds Investment and Fund Strategies** 115 - 158
Division/Wards Affected: All

Purpose: 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.

Author: Joy Robson, Head of Finance

Contact Details: joyrobson@monmouthshire.gov.uk

viii. **Welsh Church Fund Working Group**

159 -

Division/Wards Affected: All

174

Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2016/17 financial year held on the 19th January 2016

Author: David Jarrett – Senior Accountant – Central Finance Business Support

Contact Details: davidjarrett@monmouthshire.gov.uk

ix. **Safeguarding and Quality Assurance Service Manager**

Division/Wards Affected: All

Purpose: The purpose of this report is to seek approval to create a Safeguarding and Quality Assurance Service Manager to provide leadership to whole authority safeguarding and manage the Safeguarding and Quality Assurance Unit.

Author: Claire Marchant, Chief Officer Social Care and Health

Jane Rodgers, Head of Children's Services and Safeguarding

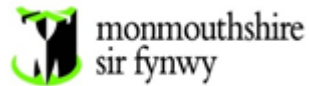
Contact Details: clairemarchant@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy, Trading Standards, Public Protection, Licensing	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems, Development Control.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety, Environment & Countryside.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hacket Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Burrows	Social Care, Safeguarding & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending. Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety, Building Control, Energy.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr



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.

SUBJECT: Safeguarding Progress Report

MEETING: Cabinet

DATE: 1st March 2017

DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To provide Cabinet members with a review of safeguarding progress

2 RECOMMENDATIONS

That members:

- 2.1 Note the progress and challenge the self-assessment of the Whole Authority Safeguarding Co-ordinating Group (WASCG);
- 2.2 Support the intention to focus the safeguarding programme approved by the Council in July 2016 against five key priority areas.

3. KEY ISSUES

- 3.1 A Safeguarding Strategy and Activity Programme were endorsed by the Cabinet and approved by the Council in July 2016. This include a Strategy to steer the Safeguarding policy, changes to the WASCG terms reference and membership to ensure senior accountability and for whole authority safeguarding, and a programme of safeguarding activity supported by a measures scorecard.
- 3.2 These have provided direction to drive safeguarding standards and activity. WASCG has reviewed the original 19 sections of the activity programme into five clear priorities to better articulate and focus the programme. This report recommends that Cabinet members endorse this renewed programme to support clarity of safeguarding priorities and to facilitate future measurement and reporting. The five priorities are:
1. Good governance
 2. A safe workforce
 3. A preventative approach
 4. Robust protection
 5. Safe services – delivered through commissioning arrangements, grants, partnerships and volunteering

3.4 These priorities are used to report on the progress against the programme agreed by Council. The progress report is set out in detail in Appendix 1.

3.5 An revised safeguarding policy will be presented to the Council in early 2017/18 and subsequent reports on whole authority safeguarding will be brought at mid and end of financial / reporting year in line with other Council reports.

3.6 **A Summary of Progress and Priorities:**

- Governance through WASCg has been strengthened through Chief Officer membership and explicit links to DMTs. Safeguarding adults at risk has been integrated into WASCg and the safeguarding programme. The SAFE self assessment against standards for safeguarding children is well established and has been revised so standards include safeguarding adults at risk. The next round of SAFEs will support self-evaluation against all aspects of safeguarding.
- There are real strengths in safeguarding culture, knowledge and practice; however, there is still work to do to ensure this is embedded as well as it should be in all parts of the Council. This is evident through external and internal audit reports and the SAFE assurance processes. The areas for further development are highlighted in the progress report; particularly there is a need to baseline understanding of safeguarding adults at risk as well as children and ensure SAFEs are in place across the board.
- Really good information systems across all safeguarding priorities need further developments; for example, whilst safe recruitment is accurately recorded and monitored, there is further work to do to ensure all parts of the Council accurately record training requirements and achievement for the whole workforce.
- There is a strong preventative approach in place across the Council and partner agencies. There is evidence that adult and child protection systems are working effectively; particularly a CSSIW review of the front door of Children's Services found positive progress since the previous inspection in 2014. Whilst there is much to do, there is a well-developed improvement programme.

4. **REASONS**

To ensure progress on the safeguarding so that improvement on whole authority safeguarding is measured and secured.

5. **RESOURCE IMPLICATIONS**

Responsibility for safeguarding is absorbed within day to day business activities therefore no additional resource implications are identified as part of this report.

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

The review of progress is to assure the Council around the level of safeguarding standards of practice which is essential to the well-being of future generations.

7. CONSULTEES:

The Whole Authority Safeguarding Coordinating Group.

8. BACKGROUND PAPERS:

Monmouthshire County Council Safeguarding Strategy
Whole Authority Safeguarding Coordinating Group (WASCG) terms of reference
WASCG programme of actions

9. AUTHORS: Claire Marchant, Chief Officer Social Care and Health
Jane Rodgers, Head of Children's Services and Safeguarding

10. CONTACT DETAILS:

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Appendix 1:

Six Months Performance Review of Whole Authority Safeguarding – mapping the 19 original sections against 5 new priorities

Scores were set following an initial base-lining discussion at WASG

Priority	Contributing Areas of Activity and Questions for Self-Assessment	Evidence (unless otherwise stated data relates to the current year April 2016 – March 2017)	Analysis	Our Score 1-6
<p>Good Governance</p> <p>In Monmouthshire we will ensure that safeguarding for children and for vulnerable adults is understood as ‘everyone’s responsibility’ across all directorates and at a political level. This will be culturally embedded within the authority at a ‘hearts and minds’ level.</p> <p>Safeguarding will be supported by policies and operating procedures which are embedded within all settings and services.</p>	<ol style="list-style-type: none"> 1. Is there a strategic steer on whole authority safeguarding with a whole authority strategy and revised safeguarding policy for adults, children and young people in place? 2. Are systematic processes in place to monitor and report on safeguarding to senior managers and members? 3. Is there senior manager representation on the WASG to ensure clear accountability lines for safeguarding? 4. Are all directorates monitoring and reporting on safeguarding using the SAFE process? 	<p>SAFE returns for council services for the implementation period 2015 – 2017 (as at 09/02/17):</p> <p>100% returns for primary schools (31/31); secondary schools (6/6); Maintained Early Years (29/29); Leisure Centres (4/4); Flying Start 1/1</p> <p>Returns less than 100% - youth services; operations; Social Care and Health.</p> <p>SAFE outcomes have been used to influence and improve safeguarding within individual services and at wider level (e.g. improved access to e-safety training and information).</p>	<p>Terms of reference for WASG are agreed at political level.</p> <p>WASG has continued to meet on a bi-monthly basis chaired by the statutory director.</p> <p>Membership is at a senior level from within each directorate.</p> <p>Monmouthshire is fully represented within the regional boards and sub-group structure.</p> <p>Directorates are at different developmental levels in fully integrating safeguarding into operational activity (e.g. Kerbcraft)</p>	3

	<p>5. Is safeguarding reported in all reports to cabinet and council?</p> <p>6. Is safeguarding reported in chief officer annual reports?</p> <p>7. Is Monmouthshire effectively contributing to regional partnerships to promote robust safeguarding practices and drive forward regional work streams, particularly the South East Wales Safeguarding Children Board and the Gwent Wide Adult Safeguarding Board? (see note below)</p>		<p>There needs to be increased ownership of the SAFE process at directorate level and a robust governance / accountability framework and implementation plan for 2017 – 2019 which is driven by WASG.</p> <p>The SAFE needs to be developed to incorporate vulnerable adults.</p> <p>The current S/G policy requires review to reflect changes in legislation and the integration of children's and adult's safeguarding.</p> <p>Integrated Safeguarding performance framework needs to be fully developed.</p>	
<p>Safe Workforce</p> <p>We will ensure that safe recruitment and safe HR practices are operating effectively and embedded across the authority.</p> <p>We will ensure that staff and volunteers working with</p>	<p>8. Are safe recruitment practices in place across all settings and services for both paid and unpaid posts, elected members, governors and volunteers?</p> <p>9. Are we providing a good safeguarding training</p>	<p>DBS exception reports has demonstrated increased compliance with safe recruitment practices within regulated activity posts.</p> <p>Safeguarding is integrated within corporate induction.</p> <p>356 individuals trained by the safeguarding unit at Level 1 and 81 at level 2 (over last 2 years)</p>	<p>The council has made good progress in raising awareness about the importance of safe recruitment practices.</p> <p>There is evidence that there is a lot of safeguarding training activity across the council.</p>	3

<p>children and vulnerable adults are suitable, focused on service user outcomes and clear about their responsibilities to report concerns and keep children and vulnerable adults safe including a good understanding of the importance of information sharing and inter-agency working.</p>	<p>programme and monitoring take-up across all settings and services?</p> <p>10. Do we ensure that safe recruitment and safe HR practices including training are in place within commissioned services?</p> <p>11. Are we maintaining a robust multi-agency system that identifies and addresses professional allegations or concerns about individuals who may pose a risk?</p>	<p>23 young people (aged 13 – 17) trained in 'Keeping Safe Volunteering'</p> <p>34 trainers within the council are trained to deliver level 1 safeguarding within their service areas, including 6 trainers specifically for volunteers</p> <p>23 managers and 26 Volunteer Coordinators have undertaken safe recruitment training figures</p> <p>Volunteering Toolkit sets out clear guidance on volunteer safe recruitment for managers.</p> <p># of individuals referred for professional concerns @ 3rd quarter from POVA and PSM –# concerns substantiated @ 3rd quarter</p> <p># of child care concerns referred to CS from a range of sources</p> <p># of adult s/g concerns referred to AS from a range of sources</p>	<p>By using a cascade model the council has implemented a sustainable training model for level 1, and a training network to further support this is being developed.</p> <p>The 'training for trainers' model needs to be extended.</p> <p>There has been a reduction in the training delivered by the SEWSCB, which has increased pressure to provide training on the council.</p> <p>The training strategy for childrens and adults safeguarding needs to be strengthened in the revised policy, so that expectations regarding training are clearly stated, and adequate types and numbers of courses are available.</p> <p>There needs to be a clear monitoring system in place across directorates to ensure that those who require safeguarding</p>	
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			<p>training receive it at the required level and frequency.</p> <p>The council needs to be better assured that the training delivered has an impact on practice.</p>	
<p>A Preventative Approach</p> <p>In Monmouthshire we will be well-informed about the social issues that compromise the safety and welfare of children and vulnerable adults and /or potentially expose them to harm through abuse and neglect. We will be able to demonstrate how we are responding to these issues and reducing risks through strengths based and preventative approaches.</p>	<p>12. 14. Are we providing information and training to young people on keeping safe?</p> <p>13. 15 Are we delivering Preventing Risks training to vulnerable adult groups?</p> <p>14. 15. Are we promoting systems and information sharing in order to keep children and vulnerable adults safe?</p> <p>15. Are we liaising with Police and Housing Associations to protect vulnerable people in their homes?</p> <p>16. Are we providing training to staff to ensure early identification of domestic abuse?</p>	<p>Monmouthshire's safeguarding survey for young people continues to be implemented every 2 years.</p> <p>100% schools will be directly accessing PLANT (by July 2017) enabling timely sharing of information regarding children at risk of harm.</p> <p>Counselling and therapy work is extended to primary schools, and to an 'out of school' option.</p> <p>2 conferences in LBGTQ have raised awareness with professionals about how to best support young people.</p> <p>'Remembering' film about loss and regular family days have supported professionals in supporting young people around bereavement and loss.</p> <p>Creation and roll out of the sexting isn't sexy training for professionals/young people and parents to highlight risks associated with sexting and exposure.</p>	<p>Monmouthshire maintains a strong inter-agency focus on innovative and preventative work across the authority for both children and vulnerable adults (e.g. community hubs, place based, TAF, youth services etc)</p> <p>The council has more to do about how to measure the impact of preventative work, and to ensure that resources are mobilised around the most pressing needs.</p> <p>WASG needs to identify cross-cutting themes whereby the involvement of WASG can add value and strength.</p>	5

	<p>17. Are we providing training to staff to reduce the risk of radicalisation?</p> <p>18. Are we routinely analysing and responding to risk and vulnerability within communities?</p>	<p>Over 800 year 8 pupils accessed 'It's Not Ok' drama event focusing on safe relationships</p> <p>BUddY has been launched providing a self-harm website specifically for Monmouthshire young people.</p> <p>WASPIs are in place for Integrated Teams (health and social care).</p> <p>Monmouthshire is a Dementia Friendly Council</p> <p>Monmouthshire was part of the adult services pilot for the roll out of Ask and Act training.</p> <p># individuals received PREVENT training</p> <p>Trading Standards information regarding supporting vulnerable victims about the risks of scams.</p>	<p>'Well-being' dimension needs to be incorporated into the SAFE</p>	
<p>Robust Protection</p> <p>We will operate best practice in protecting children and vulnerable adults and ensure that:</p> <p>i) All concerns about possible abuse or neglect are recognised and</p>	<p>19. Are there effective partnership arrangements in place for responding to risk and need particularly at the 'front-door' of Children's Social Services and the front-door of adult ss</p> <p>20. Are there effective support services in place</p>	<p>Children dashboard is in place with 6 monthly reporting for Looked After Children and Child Protection.</p> <p>CSSIW recent inspection of front-door services reflected that progress had been made in responding to child concerns.</p> <p>INFO from adult services re POVA</p>	<p>There are systems in place within protective services that monitor the council's response to children at risk and vulnerable adults.</p> <p>There are comprehensive service improvement plans in place addressing all aspects of practice /</p>	<p>3</p>

<p>ii) responded to appropriately and Multi-agency plans and interventions reduce risks and needs for children and vulnerable adults including those at risk of significant harm.</p>	<p>across in order to reduce risk and promote well-being?</p> <p>21. Is there a quality assurance framework in place within Social Care & Health that demonstrates continual improvement within safeguarding and protection services?</p> <p>22. Are steps in place to deliver on the Social Services and Wellbeing Act implemented April 2016 in safeguarding adults?</p>		<p>services which need strengthening.</p> <p>There are a range of fora in place at both operational and DMT level that address service performance in a timely way.</p> <p>Mechanisms are in place to ensure that performance in children's and adult's services is scrutinised and politically reported.</p> <p>A Quality Assurance framework across social care and health is being implemented.</p>	
<p>Safe Services – delivered through commissioning arrangements, grants, partnerships and volunteering</p> <p>We will use our influence to ensure that services operating in Monmouthshire, both commissioned and those outside the direct control of the council, do so in ways which promote the welfare</p>	<p>23. Do we ensure the authority's expectations on workforce checks and safeguarding procedures are secured in negotiating, procuring and reviewing contracts for adults, children and young people provision?</p> <p>24. Do we ensure volunteers, partners and commissioned providers are safeguarding aware</p>	<p>The safeguarding unit continues to provide advice and support to numerous 3rd sector agencies including independent schools, youth support services and independent residential units regarding the SAFE process, training and support for designated officers.</p> <p>The requirement to undertake safeguarding training is now a prerequisite of obtaining a private hire / hackney carriage driver's license.</p> <p>There are a range of mechanisms in place to ensure that sports clubs using council premises meet safeguarding standards.</p>	<p>There is a lot of activity in this aspect of safeguarding which now requires further scoping and clarification of priority.</p> <p>Additional clarity is required to address the various different arrangements and relationships that exist between the council and non-council organisations</p> <p>Safe commissioning is in place within the council, but</p>	2

<p>and safety of children and vulnerable adults.</p>	<p>and satisfy key compliance?</p> <p>25. Have we incorporated the inspection of non-maintained provisions into the SAFE process</p> <p>26. Deliver safeguarding training to private sector provision at a nil cost as far as possible e.g. on completing SAFE audits, on risk assessment and to promote good practice</p> <p>27. Provide quality assurance feedback to adult service users supported through the safeguarding system</p>	<p>Each sports club has to complete booking forms for use of facilities. Information regarding the booking, club, insurances, clubs status with NGB and welfare officer are all collected and stored as part of the contract between the leisure centre and club.</p> <p>Every leisure centre has designated Safeguarding Officers which include the centre manager and a designated Deputy, they have been trained to at least Level 2, and all operational staff are trained to at least level 1 safeguarding.</p> <p>Internal audit into volunteering has included safe recruitment practices (due February 2017).</p> <p>All council volunteer programmes are risk assessed.</p>	<p>remains an area for further development to ensure robust and consistent practice in all directorates.</p>	
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Gwent Wide Adult Safeguarding Board

As of the 6th April 2016, the Gwent-wide Adult Safeguarding Board is a Statutory Board as set out in the Social Services and Well-Being (Wales) Act 2014. The Board was formed in 2011 covering the local authority areas of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The board has a statutory responsibility to ensure that multi-agency arrangements are in place and are working effectively to prevent adults from being abused and neglected and to safeguard those who are at risk of abuse. The Board is made up of agencies including local authorities, the NHS, Police, Probation services and others who work collectively in the Gwent region.

South East Wales Safeguarding Board

From April 1st 2013, the five former Local Safeguarding Children Boards in the region merged to create one South East Wales Safeguarding Children Board (SEWSCB). The SEWSCB covers the Local Authority areas of Blaenau Gwent, Monmouthshire, Torfaen, Newport and Caerphilly. The purpose of the regional board is to co-ordinate multi agency safeguarding children work and to ensure the effectiveness of that work in improving outcomes for children and young people. The South East Wales Safeguarding Children Board (SEWSCB) has the statutory responsibility to provide the strategic lead in the region in relation to the safeguarding of children and promotion of their welfare, as enshrined in the Children Act 2004 and Safeguarding Children: Working Together under the Children Act 2004 (2006). The requirement to establish regional boards is set out in Part 7 of the Social Services and Well-Being (Wales) Act 2014.

The Board's vision is ***'All children and young people living in South East Wales are protected from abuse and neglect, live in safe homes and communities and are supported to achieve their full potential.'***

The SEWSCB is a multi-agency partnership with representation from Local Authorities, Probation, Health, Housing, Youth Offending Services and other agencies working with children and families across the region.

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Appendix 4:

Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Teresa Norris</p> <p>Phone no: 07771387935 E-mail: teresanorris@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>A six months review of performance on whole authority safeguarding – July 2016 to January 2017</p>
<p>Name of Service</p> <p>Policy & Performance Unit</p>	<p>Date Future Generations Evaluation form completed</p> <p>8th February 2017</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>X</p>	<p>X</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	X	X
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe	A review that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	<p>People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services to ensure connections are made so that people too are connected.</p>	A review that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed
A globally responsible Wales Taking account of impact on global well-being when considering local	The approach will support people in being and feeling safe	A review that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing		weaknesses in structure, steer, practice and accountability are addressed
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	X	X
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The approach does not discriminate but will support everyone across all ages, religions, race and cultures.	A process to ensure are in place to report and deal with allegations that contravene safeguarding practices and give rise to concerns around workforce and / or other providers working with / on behalf of the authority. Robust monitoring and review is an integral part of the approach to ensure and assure there is no complacency.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	The proposal has assessed the position to date and considered what needs to be done going forward. From this it has set a programme that delivers short term that fits as part of and will underpin a longer term and more sustainable way.	Continuous reviews that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The proposal sets out clearly that there are expectations of partners and others to deliver the new safeguarding approach and in line with this, expectations of those accountable within the authority in assuring this is delivered. There are already partnerships embedded around safeguarding and which should be strengthened through the approach.</p>	<p>As part of the new approach, there are clear actions set to build the interaction between MCC services and other providers. This will also be facilitated through the new Social Services and Wellbeing Act Wales 2014.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>This is implicit within the entry above and through a key part of how the Public Service Board will act and through delivering on new Social Services and Wellbeing Act Wales 2014.</p>	<p>None that are explicit at this point in time but that will be provided through the arrangements described.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The approach will be delivered through existing resources, but the intention of the whole approach is to prevent problems in safeguarding occurring.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Integration is an implicit part of the approach. Regional and authority level working should be strengthened as should authority and external provider and authority and volunteer working. This in turn should positively impact on individuals and communities. Similarly, it should drive a better use of resources.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The adult population will become an integral part of the new safeguarding approach and so all ages will be appropriately focused.	None	N/A
Disability	Nothing additional	Nothing additional	N/A
Gender reassignment	Nothing additional	Nothing additional	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	Nothing additional	Nothing additional	N/A
Pregnancy or maternity	Nothing additional	Nothing additional	N/A
Race	Nothing additional	Nothing additional	N/A
Religion or Belief	Nothing additional	Nothing additional	N/A
Sex	Nothing additional	Nothing additional	N/A
Sexual Orientation	Nothing additional	Nothing additional	N/A
Welsh Language	Nothing additional	Nothing additional	N/A

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

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

Safeguarding	<p>People in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately people should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services.</p>	None. The point is to improve safeguarding	A review that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed
Corporate Parenting	<p>Looked After Children in Mouthshire will be better safeguarded through a safe workforce, including volunteer and commissioned providers. Applied practices and processes will be safe and so ultimately children should feel and be safe.</p> <p>This work will drive activity and accountability with the regional boards on safeguarding and also with partners, volunteers and commissioned services.</p>	None. The point is to improve safeguarding	A review that picks up explicit responsibilities stemming from a comprehensive activity programme and a robust measures scorecard to drive the safeguarding approach to ensure weaknesses in structure, steer, practice and accountability are addressed

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

Estyn report 2016
 CSSIW report 2014 and updated feedback 2015
 Monmouthshire's Safeguarding Policy
 The current constitution and terms of reference of the Whole Authority Safeguarding Coordinating Group
 The Internal Audit Service report on safeguarding 2015
 The Wales Audit Office study on safeguarding 2015
 The Ellis Williams report on safeguarding 2015
 The Whole Authority Safeguarding Coordinating Group assessment 2016 and subsequent performance reports

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

None extra in the light that the impact on the considerations throughout this evaluation were fundamental to to developing the proposal from the onset.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
None			

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

<p>The impacts of this proposal will be evaluated on:</p> <p>The impact of the approach will be evaluated continuously</p>	<p>The Whole Authority Safeguarding Coordinating Group will evaluate the approach continuously and report to Cabinet and Council members cyclically</p>
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.	Council meeting	20 th March 2017	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

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SUBJECT: EFFECTIVENESS OF COUNCIL SERVICES – QUARTER 3 UPDATE

MEETING: Cabinet

DATE: 1st March 2017

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To provide Cabinet with the latest quarterly update on how the council is performing against a set of measures that are important when forming an opinion on the current effectiveness of council services.

2. RECOMMENDATIONS:

- 2.1 That Cabinet use this report to help their continuous monitoring and evaluation of the effectiveness of services and the extent to which they are contributing to the council's priorities of the education of children, support for vulnerable people, enterprise and job creation and maintaining locally accessible services.
- 2.2 That Cabinet use this report as an opportunity to identify any action that may need to be taken to drive improvement, ensuring that services are as effective and efficient as possible in the context of current resources.

3. KEY ISSUES:

- 3.1 This report reflects performance at quarter 3 in 2016/17 as part of Cabinet's continued monitoring of performance. Appendix 1 shows a screenshot of the Cabinet dashboard which brings together a range of key measures that show progress against the council's four priorities. Appendix 2 shows the indicators which remain part of the national indicator set. This has been changed following the decision to revoke the Local Government (Performance Indicators) (Wales) Order 2012 and the introduction of new national indicators as part of the Social Services and Well-being Act.
- 3.2 As agreed by Cabinet in September 2016, the indicators on the cabinet dashboard have been revised to ensure cabinet remains focussed on the most important performance issues of the council. This reflects recent changes as part of the Social Services and Well-being Act along with work being undertaken as part of the Well-being of Future Generations Act and the Future Monmouthshire programme of work. As this work develops further changes will be considered.
- 3.3 Targets are set based on the priorities in the partnership administration's continuance agreement and knowledge of the processes and resources that support each indicator. Past performance data has not previously been collected for some newly introduced performance indicators, particularly for new social care measures where there is no baseline or comparative information.

3.4 The report highlights where performance is being maintained or improved in 2016/17 and some areas where performance has not yet made sufficient improvement or is declining. The most recent performance information has been included where available, due to the nature of some indicators data is only produced on a six monthly or annual basis. Some of the key areas for particular consideration by Cabinet are:

- Educational attainment performance for the academic year 2015/16 is now finalised and has been discussed by cabinet as part of the quarter 1 and quarter 2 updates. Targets have been set for the current academic year (2016/17) ahead of exams to be taken this summer.
- The new performance measures introduced with the Social Services and Well-being Act are included in appendix 2 alongside the remaining indicators which are part of the national indicator set. As this is the first year of data collection, baseline and comparable data is unavailable for the majority of measures. Work is being prioritised to validate all data from Flo and Plant. Performance indicators will be subject to internal audit review at year end to provide assurance on the quality of data.
- Last year saw an increase in the number of patients delayed in hospital while social care arrangements were made, although ABUHB acknowledged some of these patients were incorrectly identified as Monmouthshire residents. During the first three quarters of this year, a total of 16 delays for social care reasons have been recorded, compared to 38 at the same point last year. This is very good performance against a context of unprecedented pressures on health and social care systems during the winter period.
- The number of looked after children has decreased from 130 at the end of 2015/16 to 123 at the end of December 2016 while in the same period the number of children on the child protection register has increased from 33 to 72. The stabilisation of the number of looked after children is an indicator of the progress made through the Children's Services Improvement Programme. Fewer looked after children have had three or more placements at quarter 3 this year compared to last and fewer children have had school moves outside of the expected moves from primary to secondary, this shows positive progress in providing stability for looked after children.
- At the end of quarter 3 2016/17 the average time taken to process completed Disabled Facilities Grants (DFG) was 322 days which is above the 2015/16 average and mainly attributable to the availability of capital funding. Some additional funding has been identified in 2016/17 for small scale adaptation work to relieve some pressure upon the general DFG budget. Work is being undertaken to analyse DFG pressures to identify the best options for any further capital funding for 17/18 and beyond, which is currently being considered, and should greatly assist in reducing average processing times.
- Overall the Net Council Fund at month 9 is reporting a surplus of £79,000, this is a considerably improved position against month 6. The improvements continue to be affected significantly by council tax receipts and treasury improvements, and the net cost of services still shows a £1,590,000 financial deficit, largely from the longstanding social care challenge. This is an improved position of £376,000 since month 6. Directorates continue to review the levels of over and underspends and reallocate budgets to reduce the extent of compensatory positions needing to be reported from month 9 onwards.

- The provisional 2016/17 quarter 3 performance data for waste shows the recycling rate is 66.88%, which remains above the Council's targeted level of 66%. This is lower than quarter 2 rate but is in line with the fluctuations usually seen due to seasonal trends. The landfill rate is 0.5% and 32.4% of waste was used to recover heat and power. This performance is largely due to the continued cooperation of residents along with a few other factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant.
- Human Resources officers have continued to work closely with managers in priority areas on attendance management, training on managing attendance has continued to be provided and work to ensure accurate and timely reporting of sickness information continues. It is projected, based on nine months of data, that in 2016/17 an average of 10.8 working days/shifts per full-time equivalent (FTE) employee will be lost due to sickness absence. At this stage this is in line with the target set for the year, trends indicate the rate is likely to increase during the winter months, the projected figure has increased from 10.06 in quarter 2, and therefore the annual rate could increase to be similar to 2015/16 levels.

3.5 Monmouthshire Public Service Board has produced a draft Well-being Assessment for the county. The draft assessment considers the economic, social, environmental and cultural well-being of Monmouthshire as a whole as well as profiles of localised areas loosely clustered around our five largest settlements: Abergavenny; Monmouth; Usk; Chepstow and Caldicot. The assessment provides a range of evidence and key findings that the Public Service Board will need to consider. This will also be used to inform the Council's local planning for improvement, including the publication of the Council's own well-being objectives by 31st March 2017.

3.6 Members are reminded that this is a quarter 3 position, end of year performance information for 2016/17 will be reported to cabinet and scrutinised by select committees in line with their work programmes.

3.7 A substantial range of on-demand performance information is available at all times to members and officers via the Council's intranet site - The Hub. A screenshot of the cabinet level dashboard is shown below. The Cabinet dashboard is also published on the council's website at www.monmouthshire.gov.uk/improvement

4. REASONS:

4.1 To provide Cabinet with timely information to ensure that the authority is well-run and able to maximise its contribution to achieving the vision of building sustainable and resilient communities.

5. RESOURCE IMPLICATIONS:

None

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

None - This report does not propose a change of policy or service delivery.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no specific implications. However members will be aware of the importance of key performance indicators that measure the timeliness and efficacy of key processes for looked after children.

8. CONSULTEES:

Senior Leadership Team
Cabinet

9. BACKGROUND PAPERS:

None

10. REPORT AUTHORS

Sian Schofield, Data Analyst
Richard Jones, Policy and Performance Officer

11. CONTACT DETAILS

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Monmouthshire Summary - Cabinet					Latest Data: Q3/Dec '16			
Indicator Name	Source	Reported	Previous	Most Recent	Trend	Target	RAG	Yearly Trend
Education								
% Attendance: Primary Schools	EDU/016a	Ac Year	95.80	95.70	↓	96.00	Yellow	
% Attendance: Secondary Schools	EDU/016b	Ac Year	94.80	94.80	→	95.00	Yellow	
% Foundation Phase Pupils Achieving Expected Level in Foundation Phase Indicator	Local	Ac Year	91.80	91.70	↓	91.80	Yellow	
% Foundation Phase Pupils Achieving Expected Level in Foundation Phase Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	10.10	17.30	↓	11.80	Red	
% KS2 Pupils Achieving Expected Level in Core Subject Indicator	EDU/003	Ac Year	92.50	94.10	↑	93.60	Green	
% KS2 Pupils Achieving Expected Level in Core Subject Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	11.90	9.60	↑	5.90	Red	
% KS3 Pupils Achieving Expected Level in Core Subject Indicator	EDU/004	Ac Year	90.80	91.90	↑	93.30	Yellow	
% KS3 Pupils Achieving Expected Level in Core Subject Indicator Attainment Gap (FSM:Non FSM)	Local	Ac Year	31.30	21.50	↑	16.40	Red	
% KS4 Pupils Achieving Level 2 inc Eng/Welsh & Maths	EDU/017	Ac Year	66.87	67.00	↑	71.90	Red	
% KS4 Pupils Achieving Level 2 inc Eng/Welsh & Maths Attainment Gap (FSM:Non FSM)	Local	Ac Year	31.60	41.20	↓	34.70	Red	
Vulnerable People								
% Adults who are Satisfied with Their Care and Support	Local	Monthly	N/A	84.80	→	85.00	Yellow	
Avg # Calendar Days Taken to Deliver Disabled Facilities Grant	PSR/002	Quarterly	251.00	322.00	↓	180.00	Red	
# of Delayed Transfers of Care	Local	Monthly	42.00	16.00	↑	25.00	Green	
% Assessments Completed for Children within Statutory Timescales	Local	Monthly	N/A	74.50	→	90.00	Red	
% Re-registrations on Child Protection Register	Local	Monthly	18.20	2.40	↑	10.00	Green	
Enterprise & Job Creation								
# Businesses Assisted by Monmouthshire Business and Enterprise and Partner Referrals	Local	Quarterly	N/A	78.00	→	75.00	Green	
% Unemployment Among the Economically Active	Local	Quarterly	3.30	3.00	↑	3.30	Green	
Average Wage Level in the County	Local	Yearly	478.00	487.70	↑	478.00	Green	
% 18-24 Year Olds Claiming JSA	Local	Quarterly	2.54	2.83	↓	2.60	Red	
% Planning Applications Approved	Local	Quarterly	96.00	96.00	→	94.00	Green	
Core Services								
% Municipal Waste Prepared for Reuse/Recycled	WMT/009	Quarterly	61.87	66.88	↑	66.00	Green	
% Reported Flytipping Incidents Cleared in 5 Working Days	STS/006	Quarterly	96.68	96.66	↓	97.50	Yellow	
% Roads in Poor Condition	THS/012	Yearly	9.20	Not Available	→	10.50	Green	
Council Effectiveness								
# Days/Shifts Lost Due to Sickness Absence - MCC	CHR/002	Quarterly	11.60	10.80	↑	10.80	Green	
Revenue Outturn Expenditure - Over or Underspend on Budget (£000's)	Local	Quarterly	166.00	1,590	↓	0.00	Red	
% Budget Savings in MTFP Delivered	Local	Quarterly	89.00	70.00	↓	100.00	Red	
% New Benefit Claims Decided Within 14 Days	Local	Quarterly	98.00	98.00	→	95.00	Green	

National Performance Measures –2016/17 Update

Index	
Improved or At maximum	Improvement >2.5% or at Maximum
Marginal Improvement	Improvement 0.1% - 2.4%
Unchanged	Unchanged - 0%
Marginal Decline	Marginal Decline - -0.1% - -2.4%
Declined	Declined - >-2.5%
N/A - Not applicable	Trend Not applicable

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q3	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
Page 30 EDU/0010	The percentage of all pupils in local authority schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification	0.4	0.1	0.1	Not yet available	0	N/A	N/A	Upper Middle	
EDU/002ii	The percentage of pupils in local authority care, and in local schools, aged 15, that leave compulsory education, training or work based learning without an approved external qualification.	0	0	0	Not yet available	0	N/A	N/A	Top	
EDU/003	The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	89.3	89.5	92.5	94.1	93.6	✓	Marginal Improvement	Top	Exam results from the academic year 2015/16
EDU/004	The percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.4	84.2	90.8	91.9	93.3	✗	Marginal Improvement	Top	Exam results from the academic year 2015/16
EDU/006ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	0	0	0	0	N/A	N/A	N/A	N/A	The authority has no maintained school offering teacher assessment in Welsh first language therefore this indicator is not applicable
EDU/011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	472.6	525.7	516.4	Not yet available	N/A	N/A	N/A	Lower Middle	No target is set for uncapped points score

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q3	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
EDU/015a	The percentage of final statements of special education need issued within 26 weeks including exceptions	57.1	64.5	75	Not yet available	Not set	N/A	N/A	Lower Middle	Latest data available is 66.5% from Q2. Fewer pupils are being issued with statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
EDU/015b	The percentage of final statements of special education need issued within 26 weeks excluding exceptions	100	100	100	Not yet available	100	N/A	N/A	Top	Latest data available is 100% from Q2. Fewer pupils are being issued with Statements of SEN as the authority moves towards issuing SAPRAs instead of Statements.
EDU/016a	Percentage of pupil attendance in primary schools	94.4	95.8	95.8	95.7	96	✘	Marginal Decline	Top	Attendance from the academic year 2015/16
EDU/016b	Percentage of pupil attendance in secondary schools	93.5	94.6	94.8	94.8	95	✘	Unchanged	Top	Attendance from the academic year 2015/16
EDU/017	The percentage of pupils aged 15 at the preceding 31 August, in schools maintained by the local authority who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics	57.3	65.6	66.9	67.0	71.9	✘	Marginal Improvement	Top	Exam results from the academic year 2015/16
SCC/003a	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.83	1.38	4.37	1.63	2.55	✓	Improved	Lower Middle	16 delays for social care reasons (all ages) have been recorded so far, 10 of which were during quarter 3. At the same point in 2015, 38 delays had been recorded .
SCC/003b	The percentage of children looked after who have experienced one or more changes of school while being looked after	11.0	21.4	20.5	6.8	14	✓	Improved	Bottom	Was 12.7% at Q3 last year.
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	10.7	1.9	8.5	2.4	6.5	✓	Improved	Top	Was 7.3% at Q3 last year, but can increase during the last quarter
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.4	99.1	99.16	99	✓	Marginal Improvement	Top	
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	96.68	96.66	97.5	✘	Marginal Decline	Upper Middle	
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	79.2	79.2	Annual	80	N/A	N/A	Lower Middle	
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8	9.7	9.2	Annual	10.5	N/A	N/A	Lower Middle	

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17 Q3	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
WMT/004b	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	13.15	0.5	6	✓	Improved	Upper Middle	Q3 provisional data
WMT/009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	61.87	66.88	66	✓	Improved	Upper Middle	Q3 provisional data
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93.8	95.2	93	✓	Marginal Improvement	Lower Middle	
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7270	7434	7478	Six Monthly	7500	N/A	N/A	Top	Latest data available is 7779 visits per 1,000 population from Q2
LCS/002a	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	8099	7893	8205	Six Monthly	7800	N/A	N/A	Lower Middle	Latest data available is 7068 visits per 1,000 population from Q2
CHI/002	Average sickness days per employee (FTE)	N/A	9.8	11.6	10.8	10.8	✓	Improved	Bottom	Full year projection based on quarter 3 data
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	4.1	3.6	Annual	3	N/A	N/A	Upper Middle	The data shown as 14/15 is reported as 15/16 in national publications.
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant.	186	213	251	322	180	✗	Declined	Lower Middle	
PSR/004	The percentage of private sector homes that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	4.66	10.27	14.18	Annual	11	N/A	N/A	Top	
PLA/006b	The percentage of all additional housing units provided during the year that were affordable.	31	53	25	Annual	N/A	N/A	N/A	Bottom	The data reported by Welsh Government for this indicator is from the previous financial year (2015/16 is 2014/15 data). The Council's own planning policy data for 2015/16, reported in the LDP annual monitoring report, is 63 affordable housing completions out of a total of 234 housing completions for the period.

Ref	New social care framework indicators	2013/14	2014/15	2015/16	2016/17 Q3	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
18	The percentage of adult protection enquiries completed within 7 days	Not Available	Not Available	Not Available	86.2	Not set	N/A	N/A		
19	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over				1.22	Not set	N/A	N/A		This indicator differs from SCA/001 in that it considers delays for patients aged 75+ only. Previous data is therefore not comparable.
20a	The percentage of adults (existing service users) who completed a period of reablement a) and have a reduced package of care and support 6 months later	Not Available	Not Available	Not Available	40	25	✓	N/A		
20b	The percentage of adults who completed a period of reablement b) have no package of care and support 6 months later	Not Available	Not Available	Not Available	75	50	✓	N/A		
21	The average length of time adults (aged 65 or over) are supported in residential care homes	Not Available	Not Available	Not Available	748	Not set	N/A	N/A		
22	Average age of adults entering residential care homes	Not Available	Not Available	Not Available	86	Not set	N/A	N/A		
23	The percentage of adults who have received advice and assistance from the information, advice and assistance service and have not contacted the service for 6 months	Not Available	Not Available	Not Available	86.9	Not set	N/A	N/A		
24	The percentage of assessments completed for children within statutory timescales	Not Available	Not Available	Not Available	74.5	90	✗	N/A		
25	The percentage of children supported to remain living within their family	Not Available	Not Available	Not Available	65.4	Not set	N/A	N/A		
26	The percentage of looked after children returned home from care during the year	Not Available	Not Available	Not Available	12.9	Not set	N/A	N/A		
27	The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	15.8	6.8	18.2	2.4	10	✓	Improved		
28	The average length of time (days) for all children who were on the CPR during the year	195	198.0	Not Available	209.0	365.0	✓	N/A		
29a	Percentage of children achieving the core subject indicator at key stage 2	39.0	67.0	Not yet released	Not available	Not set	N/A	N/A		
29b	Percentage of children achieving the core subject indicator at key stage 4	6.7	11.1	Not yet released	Not available	Not set	N/A	N/A		
30	The percentage of children seen by a registered dentist within 3 months of becoming looked after	Not Available	Not Available	Not Available	62.5	not set	N/A	N/A		

Ref	New social care framework indicators	2013/14	2014/15	2015/16	2016/17 Q3	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Quartile 2015/16	Comment
31	The percentage of children looked after at 31 March who were registered with a GP within 10 working days of the start of their placement	Not Available	Not Available	Not Available	96.8	82.4	✓	N/A		
32	The percentage of looked after children who have experienced 1 or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the year to 31 March				See SCC/002					
33	The percentage of looked after children on 31 March who have had three or more placements during the year				See SCC/004					
34a	The percentage of all care leavers who are in education, training or employment at: a) 12 months after leaving care	Not Available	Not Available	Not Available	77.8	75	✓	N/A		
34b	The percentage of all care leavers who are in education, training or employment at: b) 24 months after leaving care	Not Available	Not Available	Not Available	20	75	✗	N/A		
35	The percentage of care leavers who have experienced homelessness during the year	Not Available	Not Available	Not Available	3.8	0	✗	N/A		

SUBJECT: Waste & Street Services: Establishment Changes – Tweaking To Transform

DIRECTORATE: Operations / Waste & Street Services

MEETING: Cabinet

DATE: 1st March 2017

DIVISION/WARDS AFFECTED: All

PURPOSE:

1. To seek approval for the revised structure as proposed in this report to be implemented within the Waste & Street Services department.

2. RECOMMENDATIONS:

2.1 The recommendations are:

- a) To approve the proposed structure and changes to the core establishment
- b) To approve that minor adjustments, which may result when staff consultation has concluded, be delegated to the Head of Waste and Street Services following consultation with the Cabinet Member for Operations on the provision that the funding envelope as outlined is maintained.

3. Background

3.1 In February 2014 Cabinet approved the creation of the Waste & Street Services department which saw the merger of the previously separate waste/recycling and grounds maintenance departments. Over 2014 the managerial and office functions were reviewed and a completely new restructure was implemented and in 2015 Cabinet approved small changes to the team in light of lessons learned and to “tidy up” some of the anomalies presented through the first change. The current structures for the two sections (Commercial and Operations & Recycling Strategy & Business) are at Annex 1.

- 3.2 Unfortunately over 2016 two key senior colleagues left the organisation leaving large holes for remaining colleagues. Colleagues must be formally recognised and thanked for their hard work and dedication as our services are absolutely front line and it is to their credit that services have continued as normal. We recognise that in some instances our response has been delayed due to capacity with the much missed Commercial and Open Space Manager leaving and credit and thanks must be given to Members, colleagues and the public who have been understanding and have worked with the team to help them out.
- 3.3 These are changes to the overall structure of the department which on face value might look quite different to that already in place. However this is more a presentational issue as all the work that is done in the existing structure remains. The whole intention with the proposed change is to build on the strengths of the existing team. This is a change to *enable* our fantastic colleagues, to allow them to develop, shine even further and tackle future challenges and projects with confidence that the team is enabled, structured and resourced appropriately to ensure they succeed.

- 3.4 The changes can be identified in three main areas:

Enabling Our Frontline Service to Deliver and Deliver Well

- 3.5 The most important part of work of Waste & Street Services is the services we provide to residents every day. Our frontline colleagues who have to work in all weathers have one of if not, the toughest jobs in the Council. There are c.150 frontline colleagues employed by MCC covering a range of services – grass-cutting, litter clearance, tree works, waste collections, fly-tipping, play ground inspections - the detailed list is endless. It is important that our frontline colleagues are given support and leadership to do their role effectively. The services operate from 3 depots which are overseen by one Supervisor and two deputies (waste & grounds respectively) who are in essence charge hands as they issue work but then go out and work with colleagues. The Supervisors have a critical role in ensuring services are able to function and are delivered effectively. One of the lessons learned from the 2014-15 restructure is that frontline services need more support on well-being, succession planning, health & safety, systems and IT modernisation, monitoring of assurance regimes and monitoring effectiveness of service delivery. Many of these roles can be centralised and work pressures taken off Supervisors to allow them the time and space to focus on what is important – our service and our colleagues. It is therefore proposed that within Operations “wrap-around” support posts are created to address this gap. Key posts to provide this support will be:

- Senior Operations Officer:- lead on development of Grounds systems (of which there are many), responsible for “kit” and replacement to ensure crews have the right tools to do the right job, overseeing monitoring regimes and relieve supervisors of this

admin burden, developing schedules of works for the Supervisors determining what is appropriate and achievable within existing resources

- Operations Support Officer:- depot support for Supervisors, taking basic data monitoring task and updating schedules and performance records, providing regular reports to Supervisors and managers on trends on services, centralised focus for school safety inspections, continued GIS mapping of grounds services and keep data up to date with developments, removal of assets. In 2015 Cabinet approved the creation of a Grounds Apprentice. Given the need for support for depots it is proposed this is changed however the individual will still have a training and development programme to allow them to develop and progress within the service.
- Training, Safety & Well Being Officer:- focus on the mandatory training colleagues need to undertake duties and focus on how as a Council we can support an ageing workforce and ensure well-being through a demanding frontline role. This role will support Supervisors on health, safety and well-being ensuring that Council values of openness, fairness, transparency and flexibility are truly integrated through our relationship with frontline colleagues.
- Systems & Special Projects Officer:- focus on modernising and streamlining systems to reduce paperwork in depots and ensure better and timely response to customers

- 3.6 As well as the above, the move away from 2 Area Managers to an Operations Manager / Deputy structure will allow for consistency of application through the depots. The separation from the strategic and business development commercial aspects of the service allows operationally focussed colleagues to focus on putting in place the framework, systems and culture on how frontline services are to be run.
- 3.7 An important change with the above is the initial move away from the Training Centre operating on a trading model. With more LAs looking to in-source (to save money) and a change to the safety barrier training requirements which the Training Centre core staff are not equipped to provide, it is deemed appropriate to focus on ensuring our frontline services' training is well managed and planned. This focus on internal is not an end to external trading at all. Rather it's a change of emphasis and with an increased capacity of the service (as explained in more detail below) to focus on commercial aspects the future of the training as an income source will be kept continually under review. However for the initial period, it is a time of consolidation, using the expert resources we have to fulfil a number of priorities – training, H&S and well-being. When the time is right and other commercial priorities have been addressed the way forward and future of the Training Centre can be determined and expanded if demonstrated through a robust business plan.
- 3.8 It is also recognised that the service provides a valuable frontline resource in terms of open space management, dealing with public queries e.g. trees (exlc TPOs which are undertaken by countryside/planning) and managing tree assets, working with friends groups to

develop park proposals and align their aspirations to internal grounds maintenance resources. This is valuable public facing work and needs to be retained and delivered effectively. These functions will always have a close relationship to countryside, leisure colleagues etc. and need to work together to ensure effective outcomes are achieved for our citizens. It is proposed that within the Strategy section an Environmental Officer post is created to replace the valuable work undertaken in the community by the Commercial and Open Space Manager. This postholder will be responsible for:- open space strategy, parks management, local environmental quality monitoring (statutory requirement), liaising with volunteer groups – litter, parks, friends of groups and building their capacity to deliver, tree enquiries and the overall tree strategy of the Council (as the service has expertise to undertake tree risk assessments). This postholder will also add much needed capacity to our frontline Waste Education officers who are mainly dealing with reactive requests and working with communities and individuals who sometimes aren't as engaged in the recycling agenda as we would like. The service has already identified that to increase recycling performance we need to focus on food waste education programmes and this post will give much needed capacity to proactively design campaigns and engagement methods to help the Council continually improve.

Systems

3.9 Behind the scenes of frontline service delivery sits a plethora of systems and processes for data collation, H&S monitoring, receiving and responding to public queries. The Council has big ambitions about how IT can streamline work and enable our frontline to be truly integrated with the wider organisation. WSS too have shared these ambitions and a lot of work has been undertaken on back office systems. However this worked has reached a pivotal point. With the investment in the APPY/My Council Services programme WSS will be the first service to design processes which take public requests seamlessly through to service delivery and then back as feedback. With the introduction of a new waste fleet in 2018 (with the recycling review) there is the potential to integrate technology into cabs to replace the plethora of paper schedules crews currently need to manage. This is currently being trialled within Monmouth depot and data to date has been extremely positive – particularly from the crews perspective as it makes life easier for them. The proposal is to align our aspirations with one post being solely responsible for delivering on this agenda whilst having a wide network within the Service and within the organisation. A change from Technical and Systems Support Officer which also focused on litter, fly-tipping, stray dogs (which has moved to the Env Officer) to a Systems and Special Projects Officer allows the service to have the capacity and focus to deliver on its aspirations. The postholder will also be utilised to focus on major projects. Over 2017-18 the recycling service will be implementing service changes with the introduction of separate glass collections and this position will be tasked to lead on the modelling or such work. As other service or corporate projects emerge this post gives the team capacity to ensure delivery can be achieved.

Commercial

3.10 Between waste and grounds there is already a c.£2.75m turnover of commercial/income activity. Key activity centres around:

- Grounds – play ground installations, play inspections, school ground maintenance, grounds maintenance for Gwent Police, MHA, Aneurin Bevan Health Board & Born Afon, hard landscaping for developers on new housing developments
- Waste – trade refuse, trade recycling and garden waste

3.11 Income projection targets are built into the core baseline of budgets and any “profit” is returned through underspends. To date commercial activities such as bidding for contracts, marketing, business development have been part of core Operational roles. We are at risk of asking colleagues to do too much. Therefore a simplification and focus on specific functions will give greater clarity and ensure attention is given to priority areas. The proposed creation of a Commercial Manager will see the development of a WSS commercial team as the service already has a number of “income” focused posts (Trade Waste and Grounds external contracts). A commercial review of grounds activities has been commissioned to inform the future strategy of the service and it must be stressed that any commercial activity will be cognisant with the economic development priorities of the Council, that any commercial offer does not undermine local business and that MCC only undertakes commercial activity when it has a wider, strategic benefit. It is anticipated through this process that a Business Plan will be developed by the service which would be reported to Members in due course. Within this team it is also proposed to create a Contracts Support Officer. Generating income requires good systems, invoicing and close monitoring of bad debt. This post holder will also provide an admin capacity for the team collating data on contract performance, assisting with the development of bids and developing marketing literature (e.g. website maintenance) to support the service.

Service Support

3.12 Behind any good service is the administrative and business support it receives. WSS have a small but very effective team. For over 170 employees and expenditure in excess of £12m the business support team consists of 3.2 FTE and has been filling a 0.6 FTE vacancy with agency support whilst these changes have been reviewed. The Training Centre also had 1.6 FTE of admin support. The Senior Admin Officer (Training) it is proposed will continue with her development to be able to provide internal training and quality assure the existing qualified trainer the service has. However she will also work as part of the centralised BSU team whilst taking the lead on the development, maintenance of planning training programmes for highways, SWTRA, waste and grounds. It is proposed that the Training Centre Admin Assistant post is deleted and the officer ring fenced for the BSU vacancy already in existence.

3.13 Therefore main proposals for change are

Delete the following posts:

- Area Manager North
- Area Manager South
- Commercial and Open Spaces Manager
- Training Officer
- Training Centre Admin Assistant
- Commercial & Scheduling Officer
- Technical and Systems Support Officer
- Grounds apprentice

Posts created

- Deputy Operations Officer – merger of Area Manager roles
- Senior Operations Officer – replace Commercial & Scheduling Officer
- Operations Support Officer – replace grounds apprentice
- Training, Safety & Well Being Officer – replace Senior Training Officer
- Systems and Special Projects Officer - replace Technical and Systems Support Officer
- Environmental Officer - new post
- Commercial Manager – new post
- Contracts Support Officer – new post ringfenced to BSU staff to apply
- BSU Apprentice – new post

Posts Amended

- Commercial & Operations Manager – sole focus on Operations
- Business Support Officer (Training) – integrated within central team but with a specific lead on training
- Data Officer – to include HWRC inspections for quality assurance
- Strategy Manager – to include parks and open space strategy not just recycling/waste and to deputise for HoS on budget management across the whole service

3.14 The proposed structures are at Annex 2.

What benefits will there be?

3.15 As outlined above the changes will give much greater clarity to roles and colleagues given the opportunity to focus and prioritise. This will allow Members and the public to easily engage with the appropriate people within the service. These changes have all been about making things better and easier for all colleagues. Frontline services and colleagues are central to these changes. With additional wrap around support for Supervisors they will be able to do what they need to do – support frontline colleague and ensure services are delivered. Back office support will be geared towards undertaking functions which can be done centrally to allow depots to focus on frontline service delivery and system improvement will be prioritised to once more support service delivery.

Staff Implications & Engagement

3.16 There are no planned redundancies through this process, all staff have roles designated to them and there are indeed are new opportunities created for our talented colleagues. Due to us refining roles a few officers will be put at risk but then ringfenced to roles to allow them the opportunity to demonstrate how they are suitable to undertake these slightly changed roles.

3.17 It is recognised that any change is stressful for colleagues. Therefore engagement on the key areas to be prioritised has already been undertaken and consultation with colleagues has been initiated. Feedback to date has been that these changes focus on the right things, all welcomed the need for greater clarity and there was confidence that the changes will result in a positive outcome.

4. REASONS

4.1 With key people leaving it was an appropriate time to review the structure of the service and ensure it was geared towards priorities. A priority was to ensure frontline services have the support they need to deliver on a daily basis and key roles allowed to focus on what is most important and not dilute roles by asking them to do too much.

5. FINANCIAL IMPLICATIONS:

5.1 The modelling proposes a very small saving (c.£3k). The modelling is based on top of scales and therefore in early years there maybe an underspend in salaries which will be used by the service to invest in proactive education campaigns on litter and recycling.

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

6.1 There are no detrimental sustainable development, equality or safeguarding implications.

Consultees

Colleagues within WSS
Personnel
Finance
Unions
Cabinet
Senior Management Team

7. Background Papers

Annex 1 – current structure

Annex 2 – proposed structure

Annex 3 – comparison – current v proposed costs

Author

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Well-being and Future Generations Assessment

<p>Name of the Officer Rachel Jowitt, Head of Waste & Street Services</p> <p>Phone no: 07824 406356 / 01633 748326</p> <p>E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To restructure the Waste & Street Services department</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation 10th February 2017</p>

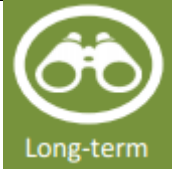
1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales</p> <p>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The restructure aims to ensure we have the right people, with the right skills in the right jobs. This restructure also includes the creation of a number of new roles which will allow for progression. An important feature of these changes is the focus on colleague health and well-being.</p>	<p>Any change can be stressful and it is important that change management and engagement remains a key feature of implementation.</p>
<p>A resilient Wales</p> <p>Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>n/a as linked to staffing structures</p>	<p>n/a as linked to staffing structures</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood	Health and wellbeing is being given more attention in recognition of the demanding nature of the work WSS undertakes. A focus on proactive health considerations and succession planning for an ageing workforce will allow this outcome to be achieved.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a as linked to staffing structures	n/a as linked to staffing structures
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The creation of an Environmental Officer post will enable the service to truly integrate with Countryside colleagues who take the lead on the Environmental Strategy on behalf of the Council and the Public Service Board. This will be a post about the future, being proactive and ensuring that the service is aligning its operations with emerging environmental thinking and best practice.	
A Wales of vibrant culture and thriving Welsh language	n/a as linked to staffing structures	n/a as linked to staffing structures

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<p>A more equal Wales</p> <p>People can fulfil their potential no matter what their background or circumstances</p>	We will ensure that our employment practices deliver this outcome	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	A key feature is a focus on succession planning and looking at the future of the service.	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Environmental Officer will be a partnership based post. Working internally with other departments and most importantly working with our volunteers and external partners (e.g. Keep WalesTidy) on the development of key projects and environmental outcomes</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The Unions have been consulted and staff were fully engaged and consulted.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This whole change is about making things better and putting our colleagues in a position to be proactive and ensure our services are focused on</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The restructure aims to put the right people in the right roles, delivering an efficient financial service which directly contributes to wide environmental outcomes from biodiversity to recycling.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We have ensured that we fully follow the Council's policies and procedures on undertaking a restructure and follow the Protection of Employment Policy. Therefore no protected characteristic is affected from this review.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The proposals do not affect individuals and thereby do not affect or impact on the Council’s corporate parenting and safeguarding duties.		
Corporate Parenting			

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

<p>Consultation with staff</p> <p>Assessment on how things have worked since 2014</p>

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

Positive:- revised restructure to enable the team to become more effective and efficient.

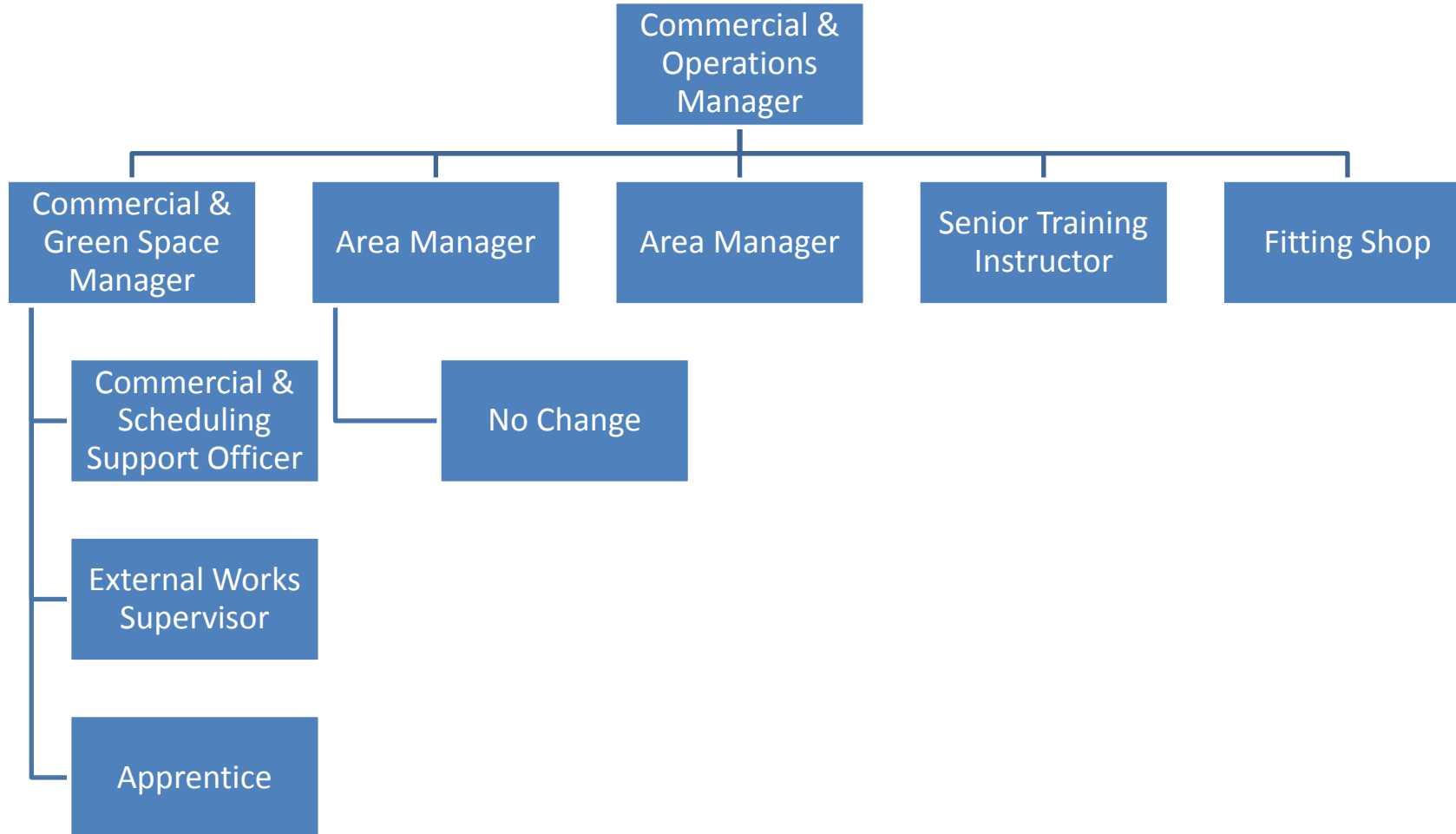
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Single Member Decision	Nov 25 th	Rachel Jowitt	
Implementation	Dec 2015	Rachel Jowitt	

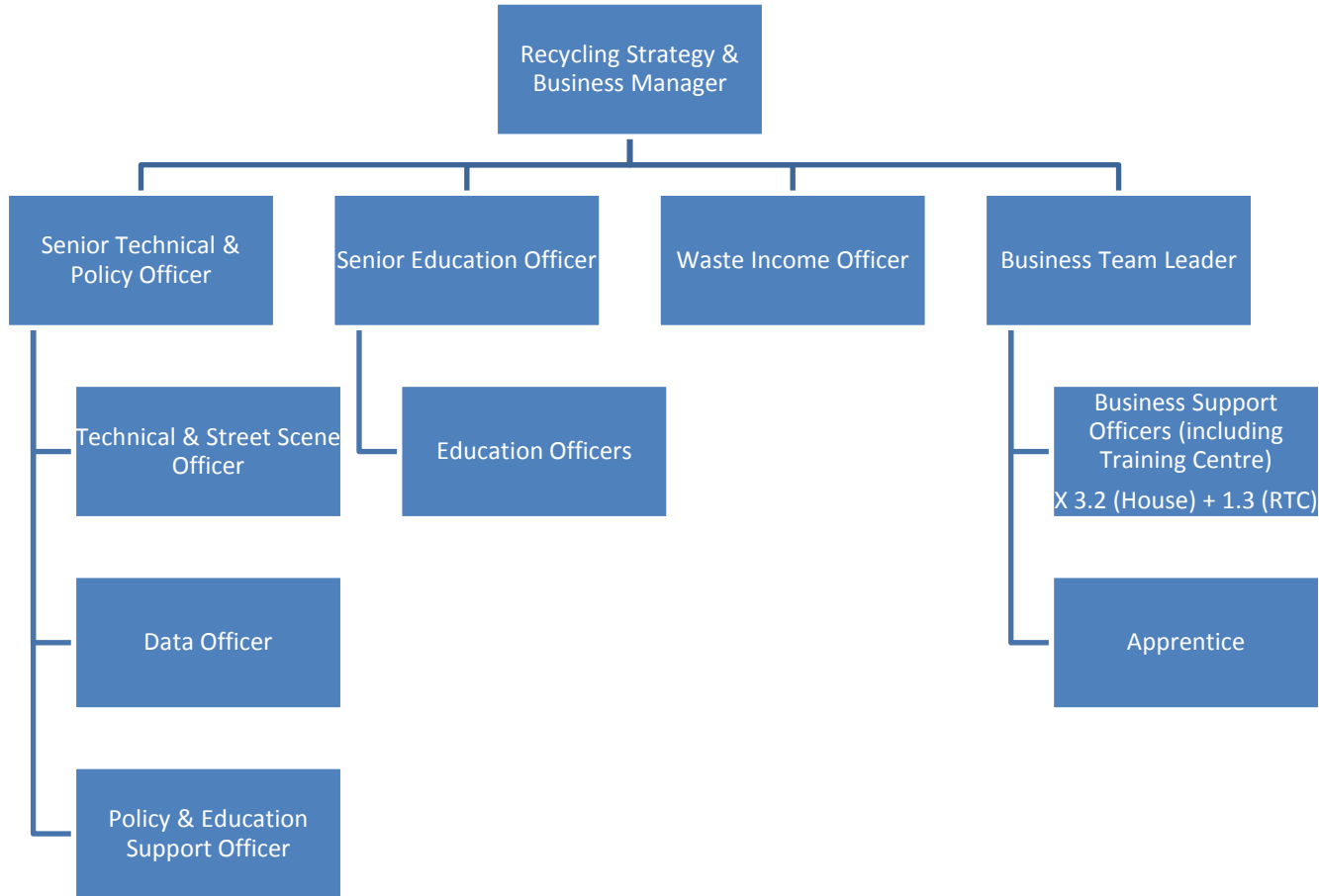
8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Engagement with officers Further review and consultation
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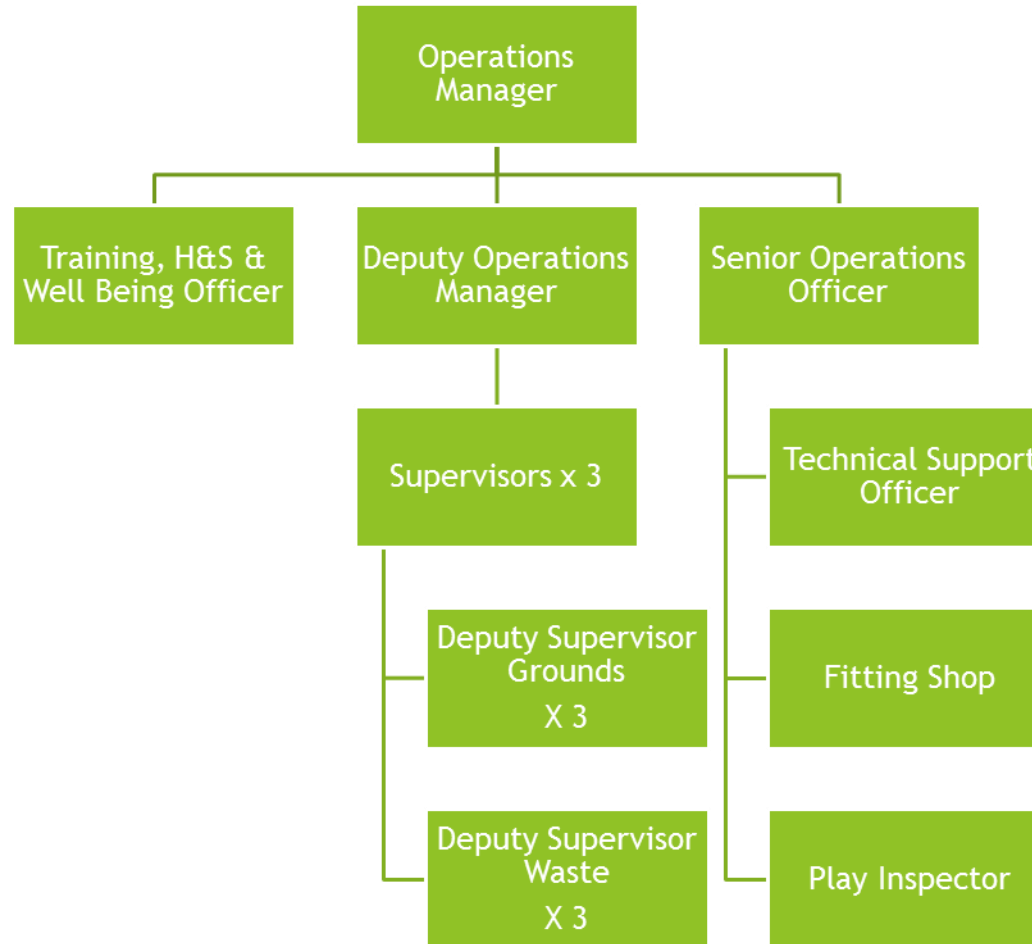
Annex 1 Current Structure
Operations Team

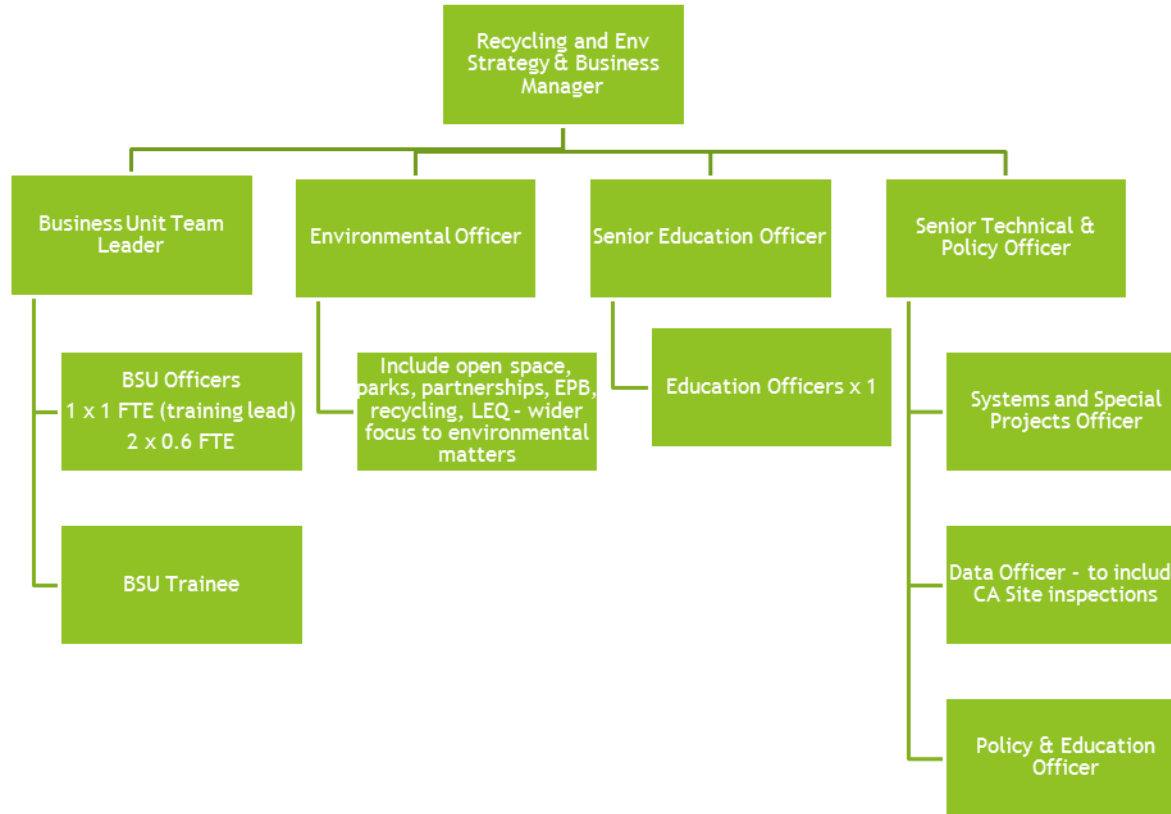


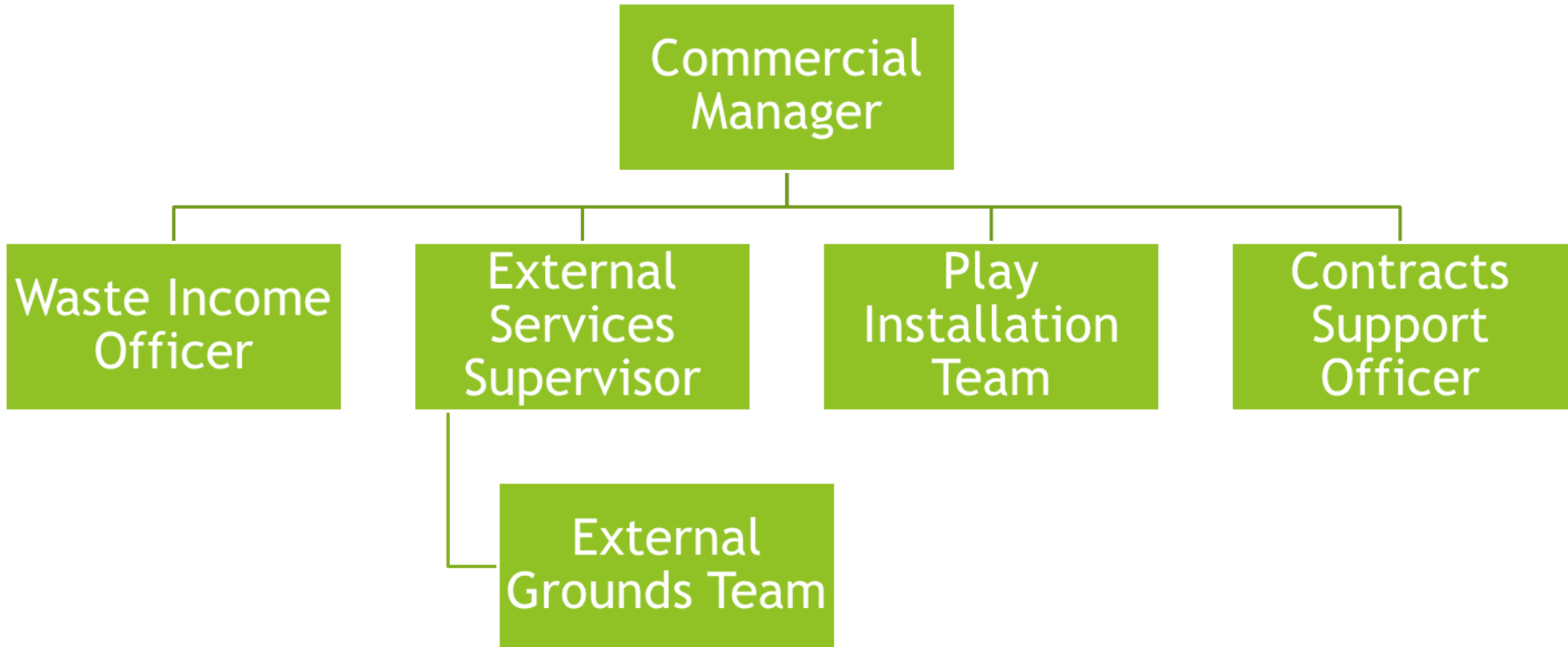
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Operations







Annex 3
Costs

2016 Structure (as per Cab Report 2015)			2017 Proposed Structure			
Post Description	Band	Point Value	Post Description	Band	Point Value	
NOTE:- posts are at top of scale for modelling - may not relate to current salary paid						
Head of Waste & Street Services		56,100	Head of Waste and Street Services		£56,100	
Recycling Strategy & Business Manager	K	42,957	Recycling & Env Strategy Manager	L	£45,261	Strategy & Business Team
Trade Waste Officer	G	28,746	Senior Policy and Technical Officer	H	£32,164	
Data Officer	E	22,212	Recycling & Waste Data Officer	E	£22,434	
Senior Education Officer	G	28,746	Systems and Special Projects Officer	G	£29,033	
Education Officer x 0.4 (2 days)	F	12,367	Policy and Education Support Officer	D	£19,939	
Education Officer x 0.6 (3 days a week)	F	15,264	Senior Waste Education Officer	G	£29,033	
Education & Policy Support Officer	D	19,742	Education and Awareness Officer 0.6	F	£15,470	
Senior Technical & Business Officer	H	31,846	Education and Awareness Officer 0.4	F	£12,367	
Technical & Street Scene Officer	F	25,440	Environmental Strategy Officer	F	£25,694	
Business Team Leader	E	22,212	Business Support Team Leader	E	£22,434	
Business Support Officer F/T	D	19,742	Business Support Officer 0.6	D	£11,845	
Business Support Officer P/T 0.3	D	11,845	Business Support Officer 0.6	D	£11,845	
Business Support Officer F/T	D	19,742	Training Support Officer / BSU	D	£19,939	
Business Support Officer P/T 0.3	D	11,845	BSU Apprentice (trainee role)	C	£17,547	
Senior Training Instructor	H	31,846	Commercial Manager	K	£43,387	Commercial Team
Admin Officer P/T 3 days	C	11,000	Waste Income Officer	G	£29,033	
Senior Admin Officer	D	19,742	Commercial Services Supervisor	F	£22,997	
Commercial & Operations Manager	M	49,525	Commercial Support Officer	E	£22,434	
Area Manager - North	I	39,627	Operations Manager	M	£51,121	Operations Team
Area Manager - South	I	39,627	Deputy Operations Manager	J	£39,600	
Area Supervisor	G	28,746	Training & Well Being Officer	H	£32,164	
Area Supervisor	G	28,746	Senior Operations Officer	H	£32,164	
Area Supervisor	G	28,746	Area Supervisor (Abergavenny)	G	£29,033	
Commercial and Open Space Manager	J	39,267	Area Supervisor (Monmouth)	G	£29,033	
Commercial Services Supervisor	F	28,746	Area Supervisor (Caldicot)	G	£29,033	
Commercial & Scheduling Officer	F	25,440	Deputy Waste Supervisor	E	£22,434	
Grounds Apprentice	C	15,000	Deputy Waste Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Waste Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Grounds Deputy Supervisor	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Deputy Supervisor - Waste	E	22,212	Deputy Grounds Supervisor	E	£22,434	
Deputy Supervisor - Waste	E	22,212	Operations Support Officer (trainee role)	D	£19,939	
Deputy Supervisor - Waste	E	22,212				
		£888,136.00			£885,647	
* in 2015 approval was given for a waste apprentice post, increasing expenditure to £903k. However this post was released to offset savings proposals from the Contact Centre / Hub						
on costs (30%)		£266,440.80			£265,694.24	
TOTAL COSTS		£1,154,576.80			£1,151,341.70	
Savings					-£3,235.10	

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SUBJECT:	KINGFISHER RISE SECTION 106 FUNDING
MEETING:	CABINET
DATE:	1st MARCH 2017
DIVISION/WARDS AFFECTED:	MAGOR AND UNDY

1. PURPOSE

To agree the allocation of the Section 106 (S106) off-site recreation funding from the Kingfisher Rise (Magor West) development site.

2. RECOMMENDATIONS

- 2.1 that a capital budget of £219,710 be created in 2017/18 to contribute towards the cost of the projects set out in 2.2 below and that this is funded from a corresponding contribution from Section 106 balances held by the County Council in respect of the Kingfisher Rise development, Magor (Finance Code N579);
- 2.2 that £73,236.50 be allocated to each of the following three projects and that officers work closely with the organisations concerned to help bring the projects to fruition:

Project

Three Fields Site Development
Sycamore Field Recreation Improvements
Undy Playing Field Improvements

3. KEY ISSUES

- 3.1 The S106 Agreement relating to the development of 90 properties on land at Magor West contained a clause requiring the developer to make a £249,210 contribution for off-site adult/youth recreation provision in the local area. That payment was received on 31st July 2014 and since that time the Council has spent £29,500, leaving an unspent S106 balance of £219,710. This funding needs to be spent in full by 30th July 2019 (5 years from the date of payment by the developer), otherwise any unspent funds have to be repaid to the developer plus interest accrued in the intervening period.
- 3.2 In 2009 the open spaces study carried out on behalf of the Council by Ashley Godfrey Associates to support the LDP (Local Development Plan) process identified significant deficiencies in outdoor sports provision, equipped play spaces and allotment provision in Magor and Undy (5.8, 1.25 and 1.12 hectares respectively). Since 2009, 90 new dwellings have been built at Kingfisher Rise, there is a current planning application (due to be reported to Planning Committee shortly) for 266 new dwellings and there is provision in the LDP for the development of another 225 houses on land at Vinegar Hill. These additional 581 dwellings represent an increase in the population of Magor with Undy of approximately 23%. In the intervening period no corresponding increase in recreation or community facilities has taken place, which means that the significant shortfalls identified in the 2009 study have and will become more acute.

3.3 It is important, therefore, for the Council and the local community to seek to improve and, if possible, to increase the recreation facilities in the local area to try and address these identified shortfalls. For this reason it is proposed to utilise the remaining S106 balance from Kingfisher Rise on three strategic recreation sites in the locality. In each case the Council will work closely with partners from the local community to deliver the intended outcomes. These three projects are outlined in more detail below.

3.4 Three Fields Site

3.4.1 The Council purchased the Three Fields Site back in the late 1990s with a view to providing new community and recreation facilities to serve the growing population of the area. Despite best endeavours, it has not proved possible for successive local groups to deliver a viable scheme so it is proposed that the Council designs and builds a new community and recreation facility on the site, drawing on S106 and other available funds. As part of this process the Council will work closely with the Three Fields Trust and will also invite expressions of interest from other local groups interested in delivering this project in partnership with the Council.

3.4.2 The first priority is to prepare a design for the site and to submit a formal planning application that will act as a basis for further local consultation and as a focus for fulfilling the needs of local residents, as identified in the community survey carried out by the Three Fields Trust in 2016. The intention is that the new facility will accommodate localised delivery of leisure and well-being services. The aim is to identify potential trustees/community stewards of the facility once it is developed. It is anticipated that the total cost of developing facilities at the Three Fields Site will be in the region of £1million. The funding proposed in this report will enable the relevant design and feasibility commissioning work to be carried out.

3.5 Sycamore Field Site

3.5.1 Sycamore Field, which is owned by the County Council and leased to the Community Council on a long term basis, is located adjacent to the Three Fields Site and there is a footpath/cycleway link between the two sites. The site houses the first multi-use games area (MUGA) to be developed in Monmouthshire back in the 1980s. The courts have fallen into disrepair in recent years and need to be completely upgraded so that they can continue to provide much needed recreation facilities in the local area. The estimated cost of the upgrading works is circa £80,000 for which a formal quotation has been received. Further quotations are being sought by Magor with Undy Community Council, which is the lead body for this project.

3.5.2 In the longer term the support facilities (toilets/kitchen/changing rooms) for Sycamore Field will be provided as part of the new community provision at the Three Fields Site. The funding proposed in this report will be used to completely upgrade the playing facilities at Sycamore Field.

3.6 Undy Playing Fields

3.6.1 Undy Playing Fields have been leased by the Council to Undy Athletic Club for a period in excess of 30 years. The site comprises of four football pitches, a cricket square, a children's play area and a small skate ramp and the Club is the major provider of outdoor sports facilities and participation opportunities for the local communities of

Magor and Undy. Undy Athletic Club is the largest sports club in Monmouthshire in terms of player registrations and has expanded its facilities over the years to enable it to accommodate the growing demands of the expanding local population.

3.6.2 There is no further room to expand the size of the leased area (the site is the subject of a CAT (community asset transfer) application), so it is proposing a major redevelopment of the site that will allow it to absorb more users. The estimated cost of the redevelopment scheme is likely to be in the region of £500,000 and it has already started to raise significant funding towards this overall cost. The final format of the scheme is still being discussed with Sport Wales and the governing bodies of sport but one aspect of the proposals that will definitely go ahead is the floodlighting of the main football pitch, which is an essential prerequisite to enable the club to comply with the facility requirements of the FAW (Football Association of Wales). Failure to comply with this regulation will mean that the club cannot continue to play in the first division of the Welsh League beyond the end of the 2017/18 football season. The cost of the floodlighting scheme will be approximately £76,000 and it could be more, depending on the possible need to increase the electrical capacity at the site. The Council has, in the last three years, allocated grants from S106 balances to Caldicot Town Football Club, Goytre Football Club and Monmouth Rugby Club to install floodlighting to their playing pitches so this proposal is in keeping with the Council's established policy and practice.

4. REASONS

- 4.1 To ensure that the Council meets its legal obligation under Clause 11.1 of the Section 106 Agreement to use the funding provided by the developer on the off-site provision of adult/youth recreation in the local area;
- 4.2 To ensure that the funding is used on strategic recreation projects in the Magor with Undy area.

5. RESOURCE IMPLICATIONS

There are no resource implications arising from this report – the off-site recreation funding provided under this Section 106 Agreement has to be used by 30th July 2019. If the full contribution (or part thereof) is not used by this date then the Council has to refund to the developer the amount remaining unspent, together with accrued interest between the date of payment (31st July 2014) and “use by” date of 30th July 2019.

6. FUTURE GENERATIONS EVALUATION

See attached at **APPENDIX A**

7. CONSULTEES

Cabinet Members	Local Members
Senior Leadership Team	Magor with Undy Community Council

8. BACKGROUND PAPERS

Magor West Section 106 Agreement dated 11th April 2011

9. AUTHOR:

Mike Moran, Community Infrastructure Coordinator

Tel: 07894 573834 **E-mail:** mikemoran@monmouthshire.gov.uk

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REPORT

SUBJECT:	Proposed Community Asset Transfer of Undy AFC Playing Fields
MEETING:	Cabinet
DATE:	1st March 2017
DIVISION/WARDS AFFECTED:	Undv

1. PURPOSE:

- 1.1 To consider the proposed Community Asset Transfer of Undy AFC Playing Fields, to Undy Athletic Football Club to provide the ongoing provision of community playing fields and the development of further community sports facilities.

2. RECOMMENDATIONS:

- 2.1 To agree to dispose of the freehold interest in Undy AFC Playing Fields at Nil Value to the Trustees of Undy Athletic Football Club using the powers provided via the General Disposal Consent Order (Wales) 2003.

3. KEY ISSUES:

- 3.1 The Council was approached by The Trustees of Undy AFC to consider a Community Asset Transfer of the playing fields at Undy AFC to enable the club to apply for additional grants to upgrade and improve the facilities.
- 3.2 Undy AFC currently lease the playing fields from MCC on a 21 year lease from 1 January 1995 at an annual rental of £250. The lease expires 31 December 2020, therefore having 3 yrs remaining.
- 3.3 The club was founded in 1947, and reformed in 1970. Originally it had one senior football team, it now has 3 senior teams, a ladies team, a veterans team, 16 junior teams, and supports a cricket team along with other sporting and social activities. The club has consistently improved since its reformation in 1970, developing growth in both stature and size. It now exists not just as a football club, which is its primary function, but as a much wider support network and community hub.
- However, the club has now got to a stage where it's further improvement and development is stifled by the fact the club does not have possession of the land, with only 3 years remaining on the lease. Releasing this asset to the

community would enable Undy AFC to apply for grants which currently cannot be accessed due to the lease. This would allow the recreational facility to further widen its reach.

- 3.4 The Club intends to secure funding towards pitch improvements and floodlights costing £100,000 with 75% grants available from the FAW. A complete renovation of the Club House and restoration of the changing facilities. There also plans to install a water supply to the cricket pitch. Mandatory works for Division 1 Criteria include a Hard Stand, Stand, Dugout and Seated Area Freehold ownership is favorable to secure grant funding for these works. The FAW have indicated that there is £350,000 available towards major projects, with £100,000 from other affiliations.
- 3.5 The land has a restrictive covenant for recreational use only.
- 3.6 In order to further safeguard the long term future of Undy Playing fields (as illustrated in Appendix A), it is intended to include within the conveyance document a right of pre-emption in favour of Monmouthshire County Council or successors in title in the event that the CCC seek to dispose of their interest in the playing fields.

4. REASONS:

- 4.1 Following the Your County, Your Way strategy and given the current financial climate, the Council is seeking to develop opportunities to reduce financial pressures whilst developing and supporting community resilience and new ways of delivering services. The proposed transfer of the playing fields to Undy AFC will secure the provision of the existing facilities and playing fields with the opportunity to secure further grant funding to improve facilities for the benefit of the community.
- 4.2 The Club intends to secure funding towards pitch improvements and floodlights costing £100,000 with 75% grants available from the FAW. A complete renovation of the Club House and restoration of the changing facilities. There also plans to install a water supply to the cricket pitch. Mandatory works for Division 1 Criteria include a Hard Stand, Stand, Dugout and Seated Area Freehold ownership is favorable to secure grant funding for these works. The FAW have indicated that there is £350,000 available towards major projects, with £100,000 from other affiliations
- 4.3 The application is in accordance with the Councils adopted Asset Management Plan which when adopted in 2014 set out the intention to support Community Asset Transfer.
- 4.4 A business plan has been produced by the group (Appendix B) which outlines the future proposals and how the transfer will benefit the community alongside the support for the project within the community.

5. RESOURCE IMPLICATIONS:

- 5.1 Loss of potential annual revenue to the authority of £250.00 under its current lease dated 01/01/95

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

The strategy will not have a negative impact on any of the protected groups and should result in a positive impact on the sustainability agenda.

7. CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer
Head of Community Led Delivery

Results of Consultation

TBC

8. BACKGROUND PAPERS:

Appendix A – Site Plan of Undy AFC and Playing Fields.

Undy AFC Community Asset Transfer. Strategic Plan to Support Application

9. AUTHOR:

Ben Winstanley – Estates Manager

Nicola Howells – Estates Surveyor

10. CONTACT DETAILS:

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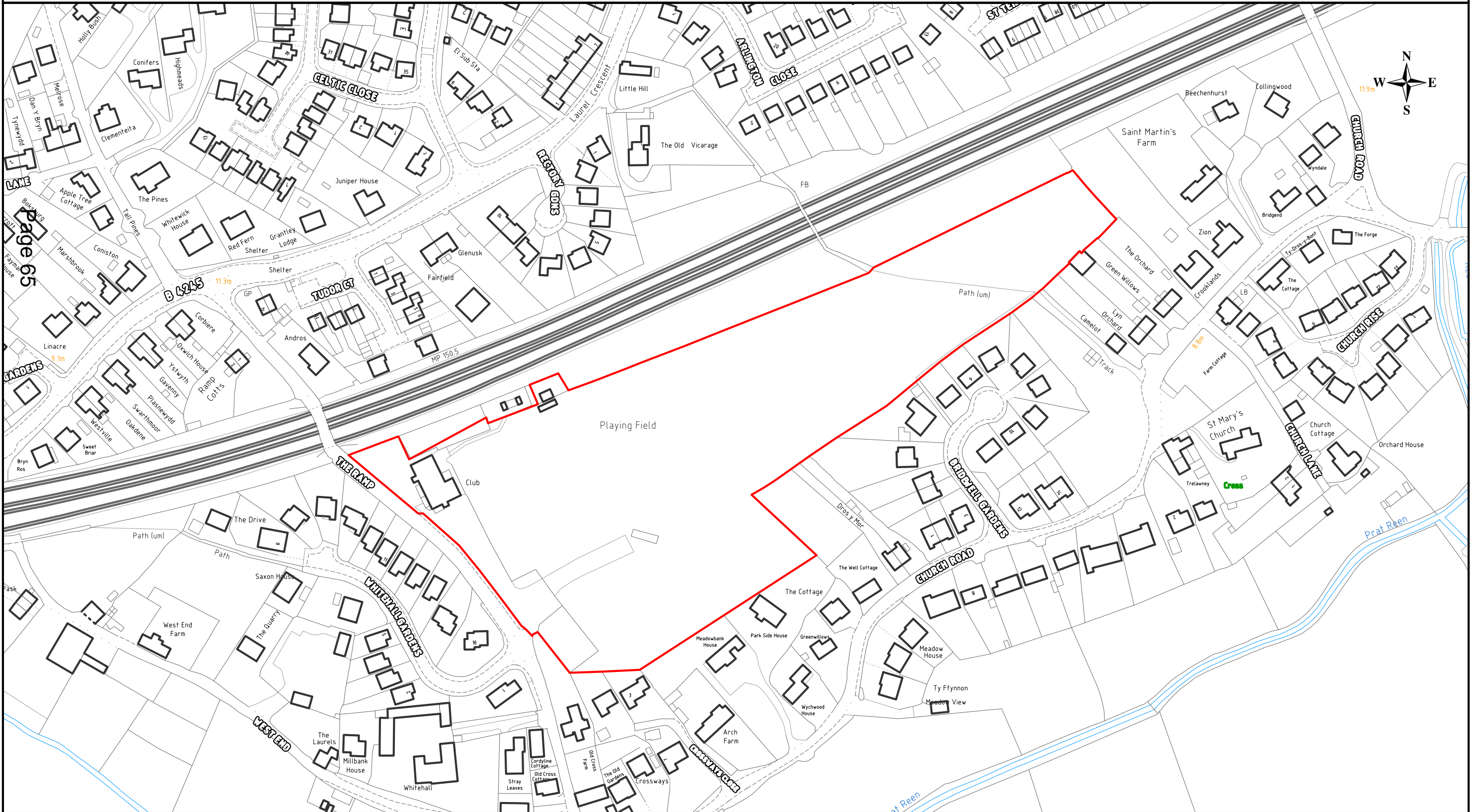
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Appendix - A

DRAFT

Undy Athletic



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UNDY ATHLETIC FOOTBALL CLUB (UNDY A.F.C)

STRATEGIC PLAN

31st January 2016, Revised 7th October 2016

Prepared with assistance from
Richard Davies
Community Asset Transfer Support Consultant
Gwent Association of Voluntary Associations

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EXECUTIVE SUMMARY

Undy AFC is a successful, financially sound, and extremely well run football club. Our success has been achieved by utilising young local players, whilst exercising robust, sensible cash and risk management, when committing and expending the club's resources.

As we near the end of a 25-year lease (4 years before expiry), the opportunity has arisen for the club to apply for the award of a Community Asset Transfer (CAT).

This strategic plan is written to illustrate how the club can be successful, sustainable, and more importantly can be totally trusted with the custody of this valuable asset.

With the award of the CAT, the club would further improve its facilities, that would undoubtedly make us the flagship of Welsh League clubs in Monmouthshire, as well as improving our service provision to children and adults in the local community.

Undy AFC is extremely proud of its achievements so far, in developing a strong community club, and this application is a request to allow us to further strengthen and improve that community spirit, whilst taking great care of this community asset.

INTRODUCTION

Undy AFC play in The Welsh League Division 2, having been promoted to The Welsh League in 2011, after many successful years of East Gwent and Gwent County local league football. In our relatively short Welsh League history, we gained promotion from Division 3 in our first season, and have narrowly missed out on promotion to Division 1 in the last three seasons, twice missing out by a single point. We have also had very successful runs in The Welsh Cup, and in 2014 we played Premier League side Carmarthen Town at The Causeway. To support our first team, we have a reserve side that plays in The Welsh League Reserve League, and a third team that plays in East Gwent Division 1. Our success has been achieved by mainly using local players, who have come through our very successful junior system.

Our junior system is unrivalled in our area, and boasts 16 teams from ages 7 to 16. As well as providing a feeder system for our senior sides, our junior system provides a fantastic community resource, where children can come and play safely, and enjoy the friendly, family atmosphere. Additionally, the parents provide new members to our club adding skills and experience to our management committee giving a healthy turnover to our management team. We currently have over 200 junior members. On an annual basis, we hold junior tournaments for all ages, and as well as being good fundraisers, they provide a great advert for our club, and the resources that we have. These tournaments are extremely well attended, by clubs as far away as Cardiff and Bristol, and are renowned across South Wales and The South West.

We also run a Ladies' football team who are non-league based, the emphasis is on fun and fitness with friendly matches arranged against local teams.

The club also shares facilities with the Undy and Magor Cricket Club, who have played at the club for over 40 years and they operate as an autonomous section within the Club structure. They currently play in Division 4 of the Welsh Club Cricket Conference and in the Newport and District Midweek League.

The club also offers the use of its changing facilities to Magor RFC Veterans, who play occasional games on a local pitch.

The different elements of the club work extremely well together to ensure there is co-ordination over the use of the club's facilities, which is planned to continue.

The club has a strong social background, and we have darts and pool teams that play in local leagues. The club has over 500 sporting and social members.

The club's objective is to gain promotion to the top tier of Welsh League football (Welsh League Division 1). We believe that the club has the infrastructure to support this ambition, and could sustain this level of football. Our infrastructure is demonstrated by the following;

- Financial – the club is totally self- financing. We are supported by over 50 local sponsors, who regularly support the club. Our main sponsor is Henry Howard Finance, a very successful local business, whose main Director, Mark Crook, is one of our Directors of Football.
- Management – our management team has many years' experience operating at Welsh League level, and are well respected throughout The Welsh League.
- Playing resource – the success of our junior system, means we always have players coming through, to increase competition for places, and replace retiring players.
- Executive management – the club has 5 trustees, who have a wealth of experience within the club, and they ensure that the club is run with sensible financial and risk management.
- Changing facilities – the club has 4 large changing rooms with shower and toilet facilities, as well as a referees changing room and a first aid room.

The club currently holds a 25-year lease on the premises, which only has 4 years before expiry. After assessing our different options, the club would like to apply for a Community Asset Transfer (CAT) for the premises at The Causeway, under a long leasehold basis (999 years), or on a freehold basis.

If successful with the CAT application, Undy AFC would look to improve the sporting facilities at the club, by adding floodlights, a further stand, and further improving the ground in general. These improvements would allow the club to achieve its ambition of playing at the top tier of The Welsh League, where the ground criteria are set to be more demanding.

By adding floodlights and improving the pitch this would significantly increase capacity as it would significantly extend the amount of hours the facilities is available. The pitch would be able to played on much more due to the improvements (currently needs a lot of rest and maintenance work to keep it at it's current 'okay' standard) and the floodlights would extend the hours in winter. This extra capacity is particularly pertinent with the incoming influx in population from the proposed housing developments in Undy.

In order to finance these developments, the club would have access to grants from FAW, Welsh League, and other public bodies. The club has a very strong internal fundraising section, and we would utilise this to add our own internal finances.

Along with the developments above, the club would look to improve the clubhouse and changing facilities and the junior pitches. Aims for the improvement of the cricket facilities include the renewal of the artificial strip and provision of a water supply to the cricket square which would enable the preparation of better playing wickets. Together with provision of wicket covers, these improvements would give the potential for progression through the cricket divisions and the re-establishment of a youth cricket section. The proposed CAT arrangement would permit improved access to the grant funding from Cricket Wales and the ECB.

All of these improvements would allow the club to enhance its already impressive provision of sporting and social facilities to the whole community. This improved provision would be extremely valuable, especially with the impending building of 500 new homes in Undy.

The club has an extremely strong presence within the local community, and we are always striving to increase and improve that presence. A demonstration of that presence is the hosting of the annual Tesco Fun Day, which allows Tesco to raise significant funds towards its registered charity. The club also appoints its own registered charity, and in 2015 we raised over £16,000 for the charity, Sparkle.

The club regularly receives commendations from local MPs and councillors, for its service to the community. We have also received extremely positive feedback from senior members of FAW, and The Welsh League for our club infrastructure and facilities. We have also been chosen to host senior cup finals, where a high quality, neutral ground has been required. Various testimonials and commendations, from extremely influential people within our community, are available to support this application.

BACKGROUND

The club was founded in 1947, and reformed in 1970. When the club was reformed in 1970 we had one senior football team, now in 2016 we now have 3 senior teams, a ladies team, a veterans team, 16 junior teams, and support the cricket and other sporting and social activities.

The club has consistently improved since its reformation in 1970. It has developed, expanded and grown in both stature and size. It now exists not just as a football club, which is its primary

function, but as a much wider support network and community hub providing a huge plethora of services to every corner of the community.

The club has now got to a stage where it's further improvement and **development is stifled by the fact the club does not have possession of the land. Releasing this asset to the community would enable Undy AFC to apply for grants which currently cannot be accessed due to the lease.**

This would allow this essential recreational facility to further widen its reach.

The timeline below, demonstrates the progress that we have made in male senior football alone, and the success we have achieved.

1947 – Undy AFC formed.

1970 – Undy AFC reformed.

1974 – East Gwent League champions and Benevolent Cup winners

1974 – Promotion to Gwent Premier League

1979 – Promotion to Gwent County League

1981 – Gwent Amateur Cup semi-finalists

1989 – Gwent Amateur Cup runners-up

2004 – Gwent League Cup winners

2010 – Gwent League Cup runners up

2011 – Won Gwent County Division 1, secured promotion to Welsh League Division 3

2012 – Winners of Welsh League Division 3, secured promotion to Division 2

2013 & 2014 – Missed out on promotion to Division 1, by one point

2014 – Reached the 3rd round of Welsh Cup, narrowly losing to Carmarthen Town

2016 – Secured promotion to Welsh League Division 1

This, along with the expansion of range and participants detailed above, highlights just how successful Undy AFC have been and hints at how much hard and successful work has been put in by all of the community volunteers involved. Undy AFC is truly a community club.

The club is not only football focused; along with other sports teams such as cricket and darts the club also holds numerous large events attended by upwards of 1,000 people. These events include charity runs, the Tesco Fun-Day and the infamous, and very well regarded, junior football tournaments. Indeed, if any of your children have ever played football in the South Wales area you will have most likely attended a junior tournament here at Undy AFC.

The expansive clubhouse provides an excellent venue for after match socialising and refreshments, as well as a social venue for local people. It is also used by local MPs, councils and charities, as a meeting venue.

We have in the past developed the assets including the following projects:

- Bar extensions
- Lottery Funding for changing room and car parking extension
- New junior pitch
- Mower
- New stand
- Pitch barriers
- Goal posts

- Development of two outside seating areas

Whilst the club has consistently improved the wide ranging and wide reaching facilities it has over the years, mostly through self-funded works, it is now hard to achieve funding for the larger projects which are currently necessary due to the short amount of time left on the lease.

Many funding avenues will, understandably, not provide any assistance to facilities who only have a short amount of time left on their lease. We need to be able to demonstrate the future security of the club to reassure funders the development undertaken with their funds would be worthwhile and a successful, permanent improvement to facilities and services for the local community.

The award of the CAT would allow the club to access many more funding opportunities which are necessary to further the clubs success and secure the longevity and sustainability, of the provision of our services, which would be a benefit to the whole community.

ACCOUNTABILITY, MANAGEMENT & PERSONELL

The club is mainly run by volunteers. The club has a board of 5 trustees who are ultimately responsible for the clubs activities. In addition, the club has an experienced management committee with representatives from all specific sections of the club (male senior football, ladies football, veteran's football, junior football, cricket team, darts team, social contingent), with various backgrounds and professional skills, who work together, to achieve the club's aims, and keep the club running smoothly.

The club is always looking to develop its officers and managers, and we regularly send people on first aid, food hygiene and other development courses. We also have a welfare officer, who ensures that our child protection procedures are of the highest level, and always strictly adhered to.

In addition to the trustee's and committee, the club has and a small army of dedicated volunteers who come every week, rain or shine, to mark pitches, cut the grass and install the goal posts etc. The dedication shown by so many in the community who volunteer huge amounts of their time is unbelievable. It is truly a community club and is close to the hearts of such a wide range of people throughout Undy, Magor and the wider area.

Please see below for a brief overview of the background of the current trustees of the club:

Robert Lynch – Trustee and Chairperson

- Member of Undy AFC for 46 years, 20 years in a senior management position
- 18 years working for local authority, ending at supervisory level
- 16 years at AB-Inbev as a brewery technician

Phil Guard – Trustee and Vice Chairperson

- Member of Undy AFC Committee for 30 years
- 28 years as a college lecturer
- Qualifications – BSc Hons Construction Management, PGCE Teaching

Andrew Cox – Trustee and Director of Football

- Has been a club member for 35 years, 6 of which spent as Chairperson
- Qualified Chartered Accountant 1989
- 20 years spent in senior management roles, including roles such as Finance Director & Managing Director.
- Currently runs an electronic manufacturing business with part ownership

Andrew Parry – Trustee

- Member of Undy AFC for 46 years, carrying out various roles including junior coach, fundraiser and committee member
- 40 years spent in engineering and project management at ROF Glascoed and currently at AB-Inbev
- HNC in building

Brent Mundy – Trustee and President of Undy and Magor Cricket Club

- Played cricket for 20 years at Undy & Magor Cricket Club and represented Gwent Seniors, also spent many years as a main committee member
- 15 years spent in local government on construction projects progressing to Principal Engineer
- Moved to the private sector with an international development and engineering consultant, returning to the public sector as Government Planning Inspectorate to conduct public enquiries into planning projects
- Qualifications – BSc Hons, Ceng, MICE, MIHT

THE DEVELOPMENT PROPOSAL

Undy AFC is a trust, headed by 5 trustees, and supported by a management committee. As a not-for-profit organisation, the clubs constitution ensures that all profits generated are reinvested within the club, to maintain and further improve facilities. If we are successful with the award of the CAT, the club plans to continue as a trust, and as a not-for-profit organisation.

Now that Undy AFC First Team are playing in the Welsh League Division One there is essential work that needs to be undertaken prior to April 2017. The Welsh League state that for Undy AFC to continue in Division 1 the following must be in place by April 2017:

- Hard standing along two sides of the pitch
- A 250 person capacity stand
- Dugout on the same side of the pitch

In addition to this, the club is extremely keen to significantly improve the current pitch. The pitch has had no major maintenance work since before it was a Gwent County level pitch. With Undy AFC's ambition to receive the accolade of playing in the Welsh Premier League, which would be a key highlight for Monmouthshire, the pitch is in need of urgent improvement.

The planned improvements to the pitch would also increase the capacity of Undy AFC and the amount of people the club can reach. The proposed pitch improvements would mean the pitch

could be played on and trained on much more frequently as well as being used for junior, ladies and other sports training facilities.

Another development proposal from the club is to install flood lighting. This will not only bring the club up to Welsh Premier League standard but again will significantly increase the capacity and reach of the club by extending the hours that men, ladies and children can utilise the clubs facilities.

None of this can be done without applying for external funding, external funding cannot be applied for with the current lease; hence the CAT transfer would solve this issue, thereby enabling Undy AFC to further improve their facilities and expand their reach. This is particularly important with the imminent influx of additional people to the Undy area from the proposed Rockfield and Vinegar Hill developments. Undy AFC is the only recreational facility in Undy and the increased capacity would be very welcomed to cope with providing services and facilities for this increase in population.

The club has in place plans to apply for funding from the Football Association of Wales (FAW) and The Big Lottery, as well as other smaller grants, however with such a short period on the lease Undy AFC would not qualify for funding. **The release of this asset to the community would allow Undy AFC to go ahead with funding applications and undertake the development necessary to further improve and widen the reach of the club.**

As mentioned previously, the club has a strong fundraising committee which will support this venture, alongside the access to external funding. However, with there being a high cost associated with such works it is essential to be able to qualify for external funding. The CAT application would give Undy AFC the ground security necessary to be able to apply for funds to achieve this project.

SERVICE DESCRIPTION

Undy AFC is a local Welsh League football club, that provides a high standard of football coaching to the local community as well as many other sporting activities and large amounts of social and community events.

Adult training is available to anyone who wants to join. Currently with 3 senior teams, a veteran's team and a ladies team there is plenty of opportunity for interested persons to participate in fixtures.

Undy AFC also provides football and other sporting and social activities to children of all ages, gender and abilities. Our junior system is the largest in Monmouthshire and is a well-established, well-disciplined organisation that strives to provide a safe, enjoyable service to all its members. An example of the wider benefit the club has to the community from is every year the club runs a children's Christmas party for all local children which is funded through contributions made at the bar throughout the year.

The club is also home to a darts team, cricket team and large social contingent who organise themed nights to fundraise for charity as well as organising hospitality for big international football and rugby matches. The club does a lot for charity such as hosting many large charity events such as fun runs and Tesco fun-day, as well as doing their own fundraising. The club has annual charities each year (currently RNLI) and a long running relationship with The Sparkle Trust, after a member's daughter was found to be extremely ill.

The clubs own fundraising is done through themed nights and other one-off events such as sponsorship nights and cake day. Examples of upcoming themed events are:

- Gourmet Burger Night & Silent Quiz – 14th October 2016
- Annual Family Halloween Party – 28th October 2016
- Annual Fireworks Nights – 5th November 2016

Whilst the clubs main function is a football club, the club provides so much more than just football. It is a hub for the community, regularly hosting the local MP and Councillor's surgeries. It provides a wide family network for all those in the community regardless of age, gender, ability etc.

SERVICE DELIVERY

The club intends to deliver its products through its constitution, by achieving top tier Welsh League status, and improving the facilities that are available to all, using qualified coaches who have the right skills to develop young people, promoting the facility within the local community. Through an experienced committee who have the right skills, vision, and enthusiasm to engage our members, we will strive to improve our service provision throughout the local community.

SERVICE NEED

Current membership is strong with around 500 members, a large number being juniors. Without the award of the CAT, the club would be unable to apply for the necessary grants required to make the necessary improvements. This is because most public bodies require an outstanding lease term of at least 10 years, before grants are provided.

Without these improvements it is unlikely that we would sustain Welsh League Division 1 status, as our ground would not meet the criteria. Without top tier status, we may lose our local players, who are capable of playing at that standard. The Club provides an essential hub for local players who would need to travel outside the area to play their desired level of football.

We envisage there to be an incoming increase in demand for the service we provide resulting from the proposed Rockfield Farm and Vinegar Hill housing developments. There is extra demand within the already existent community, hence why Undy AFC is continually expanding. With there already being a lack of recreational provision for the existing community Undy AFC will certainly need to expand its capacity to cope with the new population. As the only

recreational facility or service provider in Undy it is essential that we continue to improve our facilities and expand our reach.

CHARGES

Total Club membership - £20 (1 year) or £80 (5 years) – circa 515 members, inclusive of below

Junior football membership - £60 pa (with discounts for siblings), circa 200 members

Senior football membership - £3 per game (pay and play) – circa 120 members

Cricket membership - £25 per annum + £3 per game – circa 35 members

The above costs cover pitch hire, league fees, cup rounds, training, referee fees and kit wash. Any profit made is recycled back in to the club to continue the improvement and put on more events and activities.

TRAINING & SUPPORT

As aforementioned, the club is regularly looking to train and develop its officers, to ensure that the skillset is maximised, and all health and safety measures are complied with. We have paid for professional coaches to come in and aid junior coaching, giving the benefit to both the children and our junior team managers.

PROJECT TIMETABLE

The club is keen to get the CAT as soon as possible.

The future development of the club is now on hold until this matter is clarified. The quicker the CAT is completed the quicker the club can apply for funding streams and the quicker the necessary improvement works can begin.

As aforementioned, there is essential work to be completed by Spring 2017 so the sooner the better.

FINANCIAL FORECASTS

Attached as an appendix are the 2013/14 Profit & Loss which have been used as the opening figures for the 3-year Expenditure, Profit & Loss and Cash Flow Forecasts.

The Club is totally sustainable financially. The clubs main forms of income from membership payments, sponsorship, gate receipts, bar revenue and community events such as firework displays and Tesco Fun Days.

Our expenditure is only committed when it is affordable, and our experienced trustees and our treasure ensure that our robust financial disciplines are always adhered to. There are many business men and women on our management committee, who are used to applying these disciplines in their daily jobs, some of whom are leading industry experts.

ECONOMIC IMPACT

The provision of top tier Welsh League football, and the improved facilities needed to sustain it, would be a major boost for our community. The number of parents and children coming to watch our matches would increase, and we would be able to keep our best players.

The wider improvements to the junior pitches, cricket facilities, and changing facilities, would ensure that our high standards are maintained, and we would also attract more young members. The great community spirit that already exists within our club, can only be enhanced by these improvements. The club will stay as not-for-profit and all positive financial impacts will be channelled back in to the club to contribute towards the ongoing improvement works and expansion of services.

GRANT/LOAN REQUEST SUMMARY

As previously mentioned the club would apply for funding from FAW, Welsh League, ECB and other public bodies, as well as funding internally through specific fundraising events.

We have has positive indications from FAW however it is absolutely necessary for this CAT transfer to go through in order for us to apply for funding from them.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS ANALYSIS

STRENGTHS	WEAKNESSES
<p>The club has a very strong infrastructure, operationally, financially and commercially. Our success to date has been built around this infrastructure, and the sensible cash and risk management that exists within our procedures.</p> <p>We also have an excellent playing squad and wide range of volunteers from within the community, who are totally dedicated to their local club.</p> <p>The excellent and well-renowned junior system in place is a jewel in our crown.</p>	<p>The club currently possesses a lease with Monmouthshire County Council, which expires in 4 years' time.</p> <p>This is not a strong position for the club to be in, as we will attract no external funding, with such a close expiry date. We also need to secure our future home.</p> <p>In 4 years' time we could be left with nowhere to exist or run our large range of activities.</p>
OPPORTUNITIES	THREATS
<p>The opportunity to continue progressing through the tiers of welsh football.</p> <p>To reach even more members of the community, continue expanding our women, men and junior sections and add more activities.</p> <p>Extend the capacity by increasing the hours our facilities are available through installing floodlights and a better, more useable pitch.</p>	<p>Now we are I Division 1 we must meet the set criteria by Spring 2017. If we did not and were kicked out of Division 1 then this would probably likely lead to an exodus of local players, who would be capable of playing at Division 1 level.</p> <p>If this were to happen, our whole ethos of bringing players through our junior ranks will have been diluted, and the future of our natural progression system would be at serious risk. The junior system is crucial to the local community.</p>

APPENDICES

- o 2013/14 Profit & Loss
- o 3 years Financial Forecasts (Expenditure, Profit & Loss and Cash Flow)

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SUBJECT: EDUCATION ACHIEVEMENT SERVICE (EAS) BUSINESS PLAN (2017-2020)

MEETING:

DATE:

DIVISION/WARDS AFFECTED:

1. PURPOSE:

1.1. This report presents the South East Wales Education Achievement Service (EAS) Business Plan 2017-2020. The plan sets out the priorities, programmes and outcomes to be achieved by the EAS on behalf of the South East Wales Consortium. The report also focuses upon the expected outcomes in Monmouthshire, these are contained in the Local Authority (LA) Annex.

2. RECOMMENDATIONS:

2.1. It is recommended that Cabinet endorse the EAS Business Plan and the LA Annex.

3. KEY ISSUES:

3.1. 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 LA Annex covers 2017-2018 and is focused upon the specific areas that require improvement within Monmouthshire schools.

3.2. Although this is a regional plan the EAS has continued to strengthen systems and processes to continue to improve pupil outcomes as a result of ongoing evaluation. For example: Strengthening quality assurance processes around progress towards target submissions, the realignment of the work of secondary subject specialist for English, Welsh and Maths in the delivery of bespoke support packages to schools based upon need and the introduction of a strategy for raising aspiration for more able learners.

4. REASONS:

4.1. This Business Plan sets out the overall targets to be achieved by the EAS working in partnership with the five local authorities. These outcomes are based on an analysis of pupil level data and a sound judgement of what should be achieved over the lifetime of the plan. The programmes of work to achieve these outcomes are set out in detail for 2017-18 and will be reviewed for future years. The targets for schools in Monmouthshire are contained within the LA Annex.

4.2. 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 Monmouthshire. All Amber

and Red schools are noted in the Annex and are subject to regular scrutiny of progress at Intervention and Education Improvement Board (EIB) meetings. In addition, all schools in Monmouthshire are in receipt of bespoke support packages based on school needs. These have been discussed with senior LA Officers and the Cabinet Member for Education prior to submission. A half yearly review of progress towards the Monmouthshire Annex will be provided in November 2017.

4.3. The South East Wales EAS Business Plan sets out the following priorities:

- To raise aspiration, to improve pupil outcomes and reduce variance across schools and LAs, to improve the quality of teaching and leadership and accelerate the progress of those schools in amber and red support categories;
- To implement a regional strategy and Professional Learning Offer that is focused on improving the wellbeing and accelerating outcomes for learners, particularly those facing the challenges of poverty;
- To implement a regional strategy and Professional Learning Offer (including Governor Development) that covers all the required milestones to improve the capacity and quality of teaching and leadership across the region;
- To refine the Regional Strategy for Literacy (English and Welsh) and Numeracy in collaboration with key partners to accelerate outcomes at all key stages;
- To lead, support and appropriately challenge schools to implement the Successful Futures agenda and changes to non-core GCSE specifications; and
- To rationalise the Regional Model for the delivery of the Self-Improving System.

4.4. The Business Plan has been aligned to the following policies;

- Qualified for Life - the national Education Improvement Strategy (2014)
- Successful Futures - the review of curriculum and assessment (2015)
- Teaching tomorrow's teachers - Options for the future of initial teacher education in Wales (2015)
- Children and Families (Wales) Measure 2010
- Child Poverty Strategy for Wales
- Welsh Government's Welsh-medium Education Strategy

4.5. This plan must be endorsed by Cabinet and annual updates on progress will be provided for Members.

5. RESOURCE IMPLICATIONS:

5.1. Financial arrangements for the indicative core funding to the EAS from Monmouthshire County Borough Council for 2017-2018 is £438,163 (this represents a 3% efficiency saving on the previous contribution in 2016-2017).

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%

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

6.1. The EAS have their own Equalities and Welsh Language plans in place. Monmouthshire County Council has therefore not undertaken any specific impact assessment on the EAS Business Plan.

7. CONSULTEES:

7.1. The EAS Business Plan has been developed in consultation with a wide range of key stakeholders, feedback has informed the final version of the plan:

- Education Achievement Service staff
- South East Wales Directors / Chief Education Officers and Diocesan Directors
- Joint Executive Group
- Education Achievement Service Company Board
- Education Achievement Service Audit and Risk Assurance Committee
- Circulated to individual Local Authority Education Scrutiny Committees
- Regional Headteacher Strategy Group
- Regional Governor Strategy Group
- Regional Youth Forum

8. BACKGROUND PAPERS:

8.1. EAS Business Plan 2017-2020

8.2. Local Authority Annex 2017-2018

9. AUTHOR:

9.1. Debbie Hartevelde (Managing Director EAS)

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Business Plan 2017 – 2020



The Education Achievement Service Business Plan has been through a thorough consultation process prior to agreeing the final version. The list of consultees is listed below:

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

This Business Plan is the regional strategic plan for accelerating educational outcomes during 2017-2018. It has been agreed by each Local Authority Director of Education / Chief Education Officer, the Joint Executive Group and the Company Board:

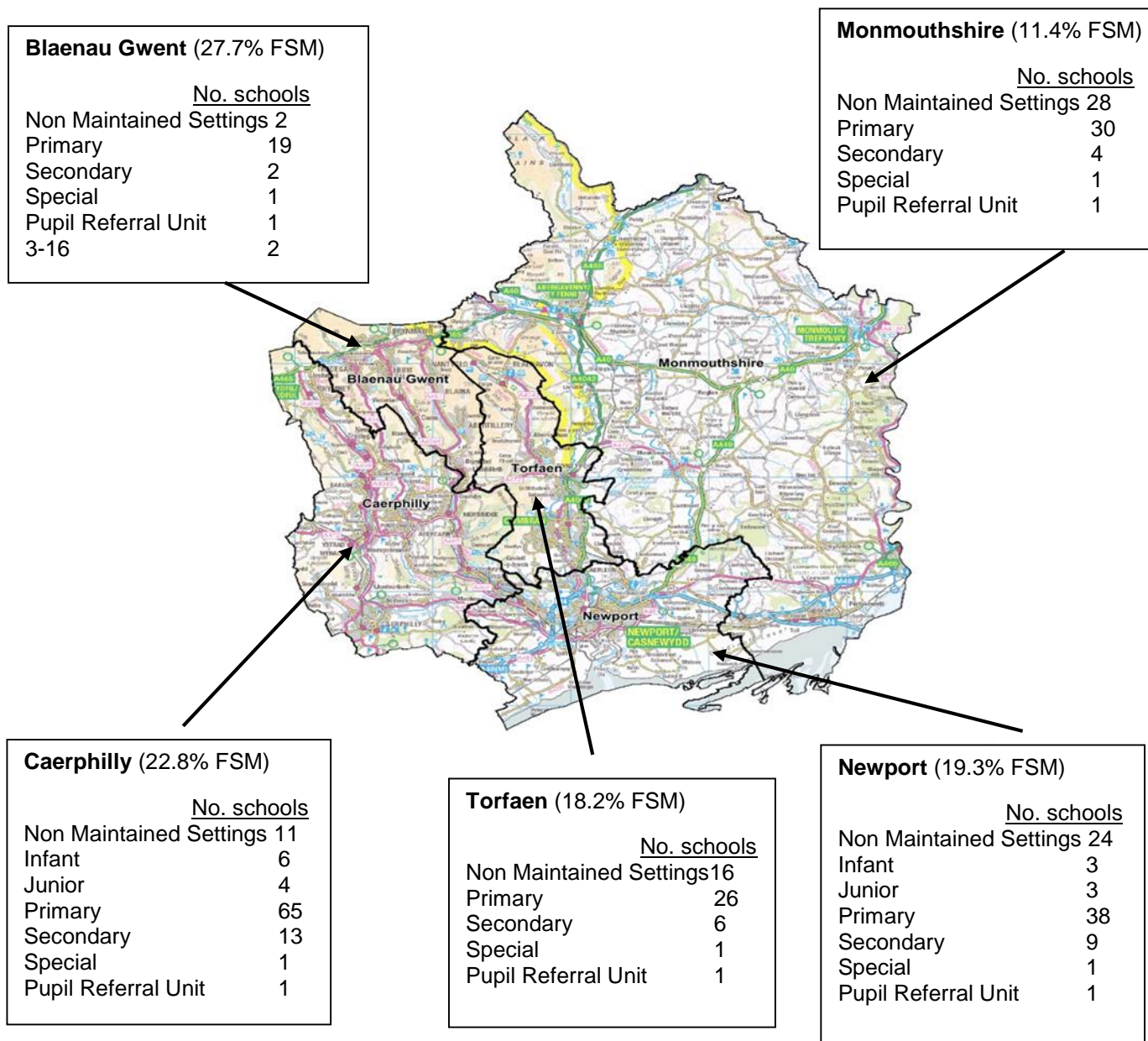
<p>Cllr R Jevons Chair of Education Achievement Service Company Board</p>	
<p>Cllr G Giles Chair of Joint Executive Group</p>	
<p>Mr D McChrystal Lead Director on behalf of South East Wales Directors Group</p>	
<p>Ms D Hartevelde Managing Director, Education Achievement Service</p>	

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3	Business Plan (2017-2018) Objectives <ul style="list-style-type: none"> Support for School Improvement Pupil Well-being and Equity in Education Professional Learning: <ul style="list-style-type: none"> Pedagogy and Leadership Curriculum and Assessment: <ul style="list-style-type: none"> Literacy (English and Welsh) and Numeracy and Science Curriculum and Pedagogy: <ul style="list-style-type: none"> Wider Curriculum and Pioneer Development The Self-Improving System (SIS) Wider Regional and EAS Company Developments 	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	Supporting documents (available on request) <ul style="list-style-type: none"> Local Authority Annex documents Detailed Business Plan April 2017-March 2018 Detailed Resource Overview 2017-2018 Long Term 3-year Business Plan Overview Regional Professional Learning Offer 2017-2018 Regional Self-Evaluation Report Regional Learner Pledge EAS Risk Register Self-Evaluation Timetable 2016-2018 FADE Timetable 2017-2018 Half-Year Business Plan reviews 2016-2017 Service related interim FADE reports Cross Regional Development Plan 2016-2017 	Page 18

1. Regional Context

The EAS is the school improvement service for the five LAs in South East Wales (Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen). The number of pupils of compulsory school age in 2016 was 70,642. This represents 19% of all pupils in Wales. There are 238 maintained schools in the region, 15% of all maintained schools in Wales (PLASC, 2016). The percentage of pupils of compulsory school age who are eligible for free school meals is 20.1%, which is higher than the national figure of 18.4%. This level of eligibility is the highest of the four regional consortia (PLASC, 2016). 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 30 September 2016, ethnic minorities account for 4.5% of the population in the region and this is similar to the Wales average (4.6%). 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.



2. Introduction

This Business Plan (2017-2020) outlines the programme of work that is required to accelerate outcomes for children and young people across all schools in South East Wales. The plan focuses on the urgent need to raise aspiration and accelerate improvement in pupil outcomes, improve the quality of teaching and leadership and build a self-improving system within and across schools. The rapid improvements that are required will need a strong commitment of partnership working to be successful. The EAS self-evaluation process has identified progress made in previous years, but most importantly the areas that require improvement across the region this academic year. These are noted in the summaries and graphs below:

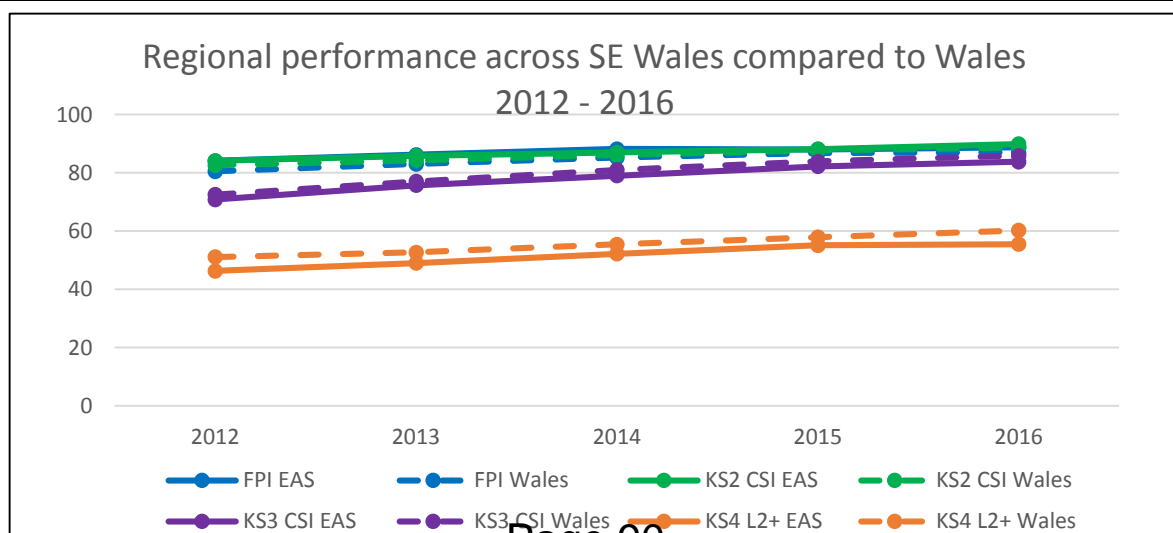
Outcomes	
Improvement 2016-2017	Areas requiring improvement
<ul style="list-style-type: none"> Teacher Assessment outcomes at the end of Foundation Phase and Key Stage 2 (KS2) remain above the national average. Teacher Assessment outcomes at the end of Key Stage 3 (KS3) are adequate. The FSM / non-FSM gap has decreased across the region since 2015 at Foundation Phase (FP), KS2 and KS3. There is a regional four-year improving trend in Level 2 inclusive of English / Welsh and mathematics. Key Stage 4 (KS4) FSM performance shows a slight improvement resulting in a narrowing of the gap between FSM and non-FSM pupils. The number of schools with fewer than 40% of pupils achieving the Level 2+ has reduced from twelve in 2012 to one in 2016. Performance at the Level 3 threshold in Key Stage 5 (KS5) in 2016 has improved by 2% to 97.6%. 	<ul style="list-style-type: none"> Accelerate improvement at KS4, particularly the Level 2+, at least in line with the rate of progress across Wales and other regions, and bring more schools in line with WG modelled expectations. Improve FSM outcomes, particularly at KS4 in identified schools and Local Authorities (LAs) where progress has been too variable and too slow. Raise expectation and secure improvements for more able learners across all phases, particularly at KS4 and KS5. Secure further improvement against the Level 1 threshold and Capped Point Score. Improve the accuracy of teacher assessment in a few identified schools. Improve National Test outcomes. Work with LAs to improve attendance and reduce exclusions across the region where this is an area of concern.
Provision	
Improvement 2016-2017	Areas requiring improvement
<ul style="list-style-type: none"> National Categorisation and the Regional Intervention Framework have been applied consistently. Education Improvement Board (EIB) meetings have helped to address barriers to improvement in amber and identified yellow schools. The quality and range of data from pupil level up that the consortium now uses is improving. There is a clear and coherent regional strategy for the self-improving system. The EAS provides strong support for the implementation of new curriculum specifications at KS4, Welsh BaccaLaureate and Successful Futures. Challenge advisers monitor diligently schools' plans for their use of the Pupil Deprivation Grant (PDG). 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. 	<ul style="list-style-type: none"> Increase the rigour and accuracy in target setting, using pupils' prior performance to increase aspiration. Improve the quality assurance and validation of progress towards targets to avoid the unexpected dips in performance that were experienced in 2016 in a few schools. Continue to use bespoke support packages, to secure improvements in the quality of teaching, learning and leadership, particularly in the secondary phase. Continue to improve the provision for Welsh. Embed the Regional Self-Improving System and further develop the role of clusters to take a collective ownership of pupil outcomes, quality of teaching and leadership. Improve the training available to school leaders to ensure that the effective allocation, monitoring and impact of Pupil Deprivation Grant (PDG) funding on pupil outcomes.

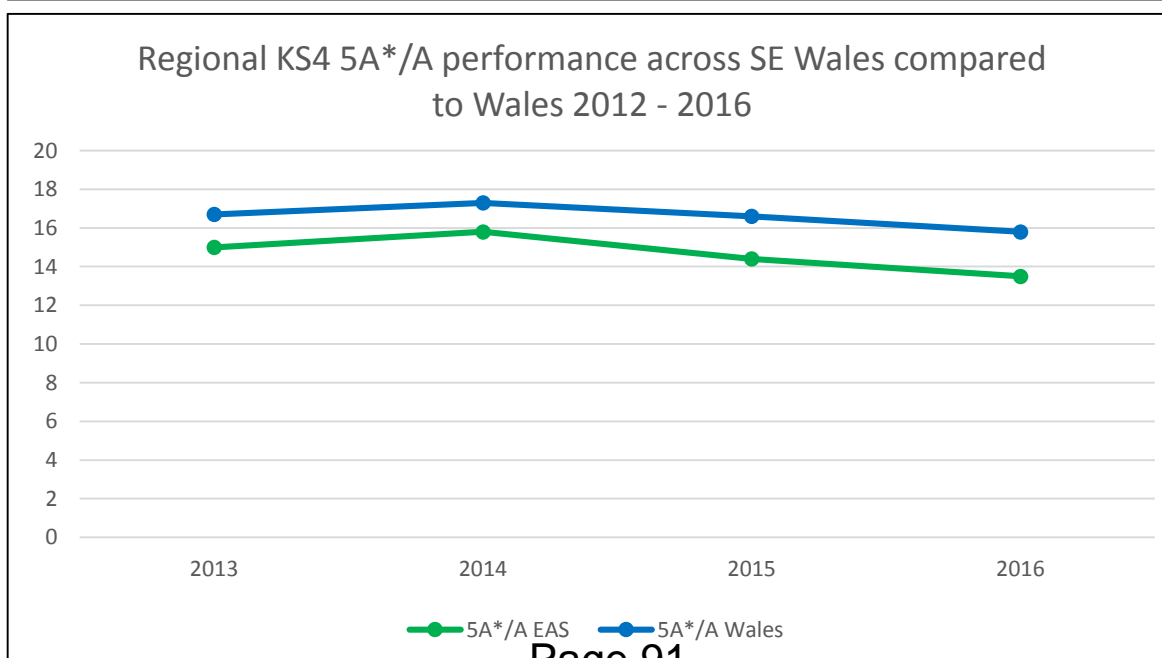
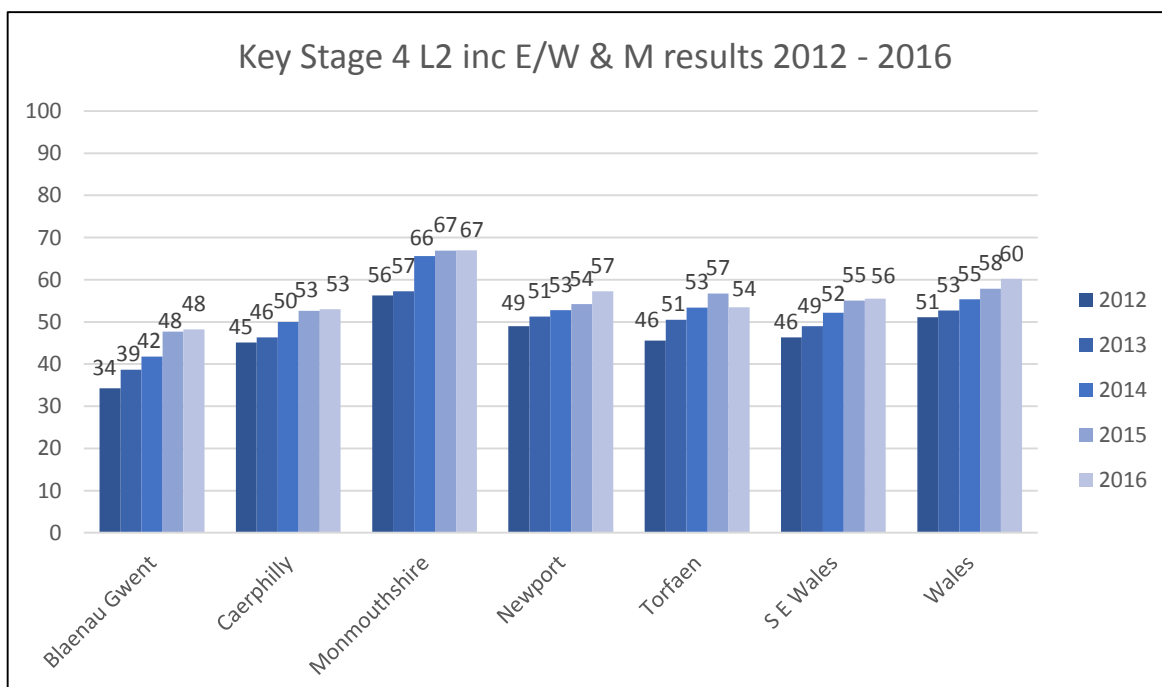
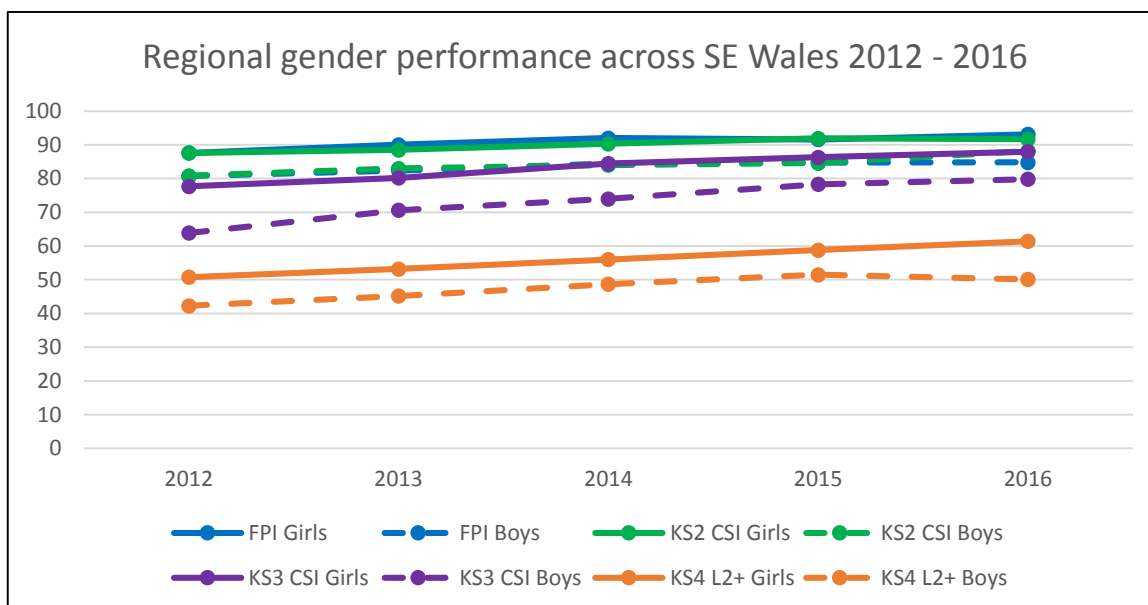
<ul style="list-style-type: none"> • There are good arrangements to identify the development needs of governors. • Specialist human resources support has enhanced the provision that is already in place in LAs. 	<ul style="list-style-type: none"> • Following the revision of the Leadership Offer, embed newly developed programmes. • Continue to work collaboratively with LAs and all Post-16 providers to secure effective provision. • Further develop joint working with LAs to improve the use of data to include all vulnerable learners, attendance and exclusion.
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Leadership

Improvement 2016-2017	Areas requiring improvement
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<ul style="list-style-type: none"> • The Business Plan sets out the regional strategic vision, aims and priorities aligned closely to Welsh Government (WG) guidance and key national, regional and local priorities. • 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, where appropriate, re-focus resources and approaches. • Strategic leadership and management is good with a clearer governance and communication structure, which is increasingly effective and understood. • The Company Board has taken difficult decisions to ensure that Business Plan priorities have been followed. • School strategic partnerships are good and continue to improve. • The EAS engages effectively with Diocesan authorities. They are formally involved in the governance arrangements. • There is effective working with each LA and the EAS in relation to schools causing concern. • Where warning notices have been issued in LAs linked to standards, most schools have improved their performance. • There are sound financial processes in place. • Appropriate partnerships with other consortia have been forged with the main aims to improve provision and to raise standards for learners across the region. 	<ul style="list-style-type: none"> • To work with LAs to develop a Risk Register to monitor more closely the performance of vulnerable schools, and to develop a more consistent approach to the use of statutory powers across the region. • Continue to build upon and strengthen the impact of the governance arrangements on the work of the service. • Embed service-wide performance management and quality assurance processes. • Improve the use of a wider set of data to inform service priorities and success criteria. • Embed the self-evaluation and risk management processes. • To further refine the partnerships and contracts that the region has to ensure that roles and responsibilities are clearly defined and that they are having the appropriate impact on outcomes. • 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.
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3. Business Plan (2017-2018) Objectives

This Business Plan focuses upon the actions that are required to accelerate improvement across the region. Whilst this plan is regional, the bespoke approach at school level and through each individual LA Annex enables all nuances in need to be addressed. The actions contained within the plan align with the Welsh Government strategic document 'Qualified for Life' (sections 1-6). Further details on delivery can be found in the 'Detailed Delivery Document' and the 'Professional Learning Offer 2017-2018'.

Qualified for Life Priority	Strategic Actions	Success Criteria <i>(These are in addition to the pupil targets at regional and LA level on Pages 15-17)</i>
1. Support for School Improvement	<p>To raise aspiration, to improve pupil outcomes and reduce variance across schools and LAs, to improve the quality of teaching and leadership and accelerate the progress of those schools in amber and red support categories by:</p> <ul style="list-style-type: none"> Ensuring that all schools and settings receive high quality, bespoke support in line with their needs to accelerate progress and improve outcomes. Working with LAs to develop a more consistent approach with schools causing concern and with the use of statutory powers to accelerate progress. Supporting clusters of schools to build capacity, take collective ownership of outcomes and to improve the quality of teaching and learning, particularly between KS2 and KS3. Reviewing the quality of provision at KS3 across the region and providing support to accelerate improvement as appropriate. Implementing earlier target setting process at KS4. Supporting and challenging school level planning documents, including grant spending plans, to ensure that maximum progress is made by all vulnerable groups of learners at all key stages. Supporting school leaders to deal effectively with underperformance of staff. Providing a regional strategy for the delivery of the Foundation Phase and continuing to support and challenge non-maintained settings effectively to improve outcomes. 	<ul style="list-style-type: none"> There will be a more consistent use of statutory powers for schools causing concern across the region. All schools, including non-maintained settings, will make at least strong progress against their bespoke support plans. Categorisation evidences that schools require reduced support levels over time: <45% of secondary schools will require amber or red levels of support by 2018; <10% of primary schools will require amber or red levels of support by 2018. The majority of secondary schools will be above or at least in line with WG 2b modelled expectations for L2+. >50% of secondary schools will be within 5% of their latest progress towards target submission for the L2+. The number of schools placed in or that 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. Most secondary schools will make at least good progress against identified recommendations following KS3 reviews. Most PDG plans meet requirements and focus appropriately on improving outcomes for vulnerable learners. Many are based on practices that have been proven to improve outcomes. The Regional More Able Strategy will be understood and implemented over a two-year period by all stakeholders leading to improved outcomes for learners.
2. Pupil Well-being and Equity in Education	<p>To implement a regional strategy and Professional Learning Offer that is focused on improving the well-being and accelerating outcomes for learners,</p>	<ul style="list-style-type: none"> Outcomes for pupils faced with the challenges of poverty accelerate at each key stage across the region and the gap between FSM and non-FSM

	<p>particularly those facing the challenges of poverty by:</p> <ul style="list-style-type: none"> Supporting and challenging the use of evidence-based approaches to teaching (e.g. Sutton Trust Teaching and Learning Toolkit) to improve the allocation and impact of the PDG to accelerate outcomes of vulnerable learners. Working with key partners to identify the most effective means of measuring well-being to accelerate the performance of all vulnerable learners. Refining the support mechanisms to support Looked After Children (LAC) to a cluster-based model. Support LAs in accelerating attendance and reducing exclusions across all schools by providing support to middle leaders in school who have this responsibility. 	<p>learners will decrease, particularly at KS4 (see targets for 2017).</p> <ul style="list-style-type: none"> Analysis indicates that PDG has been allocated effectively in most schools and is having a positive effective on outcomes for vulnerable groups. Impact from the Professional Learning Offer to address well-being indicates positive impact at school level. The use of a cluster approach to address the needs of vulnerable learners has been adopted in a minority of schools in 2017. The progress of LAC accelerates across the region. Attendance rates improve in line with schools and LA targets. The rates of exclusions reduce in risk schools.
<p>3. Professional Learning: Pedagogy and Leadership</p>	<p>To implement a regional strategy and Professional Learning Offer (including Governor Development) that covers all the required milestones to improve the capacity and quality of teaching and leadership across the region by:</p> <ul style="list-style-type: none"> Developing strategies that attract, retain and build the capacity of high quality school leaders and teachers in the region. Engaging in the development of Initial Teacher Education (ITE) and introducing Phase 1 (Welsh medium) of a re-designed Graduate Teacher Programme (GTP) to ensure that effective teachers are trained and remain within the region. Refining the Professional Learning Offer for supply teachers and support staff to ensure that there is a well-trained workforce in schools. Updating the Excellence in Teaching and Leadership guidance to incorporate well-being, curriculum, learner voice and the revised WG Professional Standards. 	<ul style="list-style-type: none"> Improvements in the quality of teaching and leadership will be evidenced through Estyn outcomes and an improvement in Step 2 categorisations during 2017-2018. Primary Step 2 categorisations will improve. >35% will be an A for Step 2 Secondary Step 2 categorisations will improve. >65% of schools will be an A or a B for Step 2 The number of Excellent judgements given by Estyn for provision and leadership will increase over the next 2 years at least in line with national outcomes. Effective links will be established with ITE providers enabling the region to shape future delivery models. Increasing capacity in the GTP programme by at least 10% in the priority area of Welsh medium (Phase 1) will begin to reduce recruitment concerns. Most schools where middle leaders attend training will demonstrate improved outcomes in key performance indicators 12 months after their exit from the programme.
<p>4. Curriculum and Assessment: Literacy (English and Welsh) and numeracy and science</p>	<p>To refine the Regional Strategy for literacy (English and Welsh) and numeracy in collaboration with key partners to accelerate outcomes at all key stages by:</p> <ul style="list-style-type: none"> Refining the bespoke support to schools and the Professional Learning Offer to improve the quality of leadership and teaching of literacy, numeracy across all key stages and non-maintained settings. 	<ul style="list-style-type: none"> The Regional Literacy / Numeracy Strategy and assessment strategies will be understood and implemented over a two-year period by all stakeholders. Most English / Welsh / Mathematics departments that receive bespoke support demonstrate at least strong

	<ul style="list-style-type: none"> Supporting and challenging teacher assessment and moderation processes. Leading on the regional strategy for Welsh language development in close collaboration with LAs. <p>Provide support for the GCSE specifications in English, Welsh, mathematics, numeracy and science to improve the quality of teaching and learning and accelerate outcomes at KS3 and KS4.</p> <p>Implement strategies from the National Networks for Excellence in Mathematics (NNEC) and Science (NNES) to improve the quality of teaching and leadership.</p>	<p>improvements in teaching and leadership at both key stages.</p> <ul style="list-style-type: none"> Teaching schools for key curriculum areas and departments are used effectively to accelerate progress in identified schools at all key stages. Most schools make at least strong progress towards embedding the Welsh Language Charter.
<p>5. Curriculum and Pedagogy:</p> <p>Wider Curriculum and Pioneer Development</p>	<p>To lead, support and appropriately challenge schools to implement the Successful Futures agenda and changes to non-core GCSE specifications by:</p> <ul style="list-style-type: none"> Refining the Professional Learning Offer to improve the quality of leadership and teaching of non-core subjects and Welsh Baccalaureate at KS3 and KS4. Supporting schools with the tracking of non-core subjects. Schools continue to embed the Digital Competence Framework. 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. 	<ul style="list-style-type: none"> Most schools are in a strong position to deliver the Digital Competence Framework by September 2018. Most schools will be fully informed of curriculum changes and developments as they arise. The cluster model for dissemination and development activity will be effective. Nominated 'Teaching Schools' for key curriculum non-core departments are used effectively to accelerate progress in identified schools at all key stages. Most schools involved in the Global Futures programme will evidence an increase in learners studying modern foreign languages at KS4.
<p>6. The Self-Improving System (SIS)</p>	<p>Rationalise the Regional Model for the delivery of the Self-Improving System so that:</p> <ul style="list-style-type: none"> It has a sharper focus upon the improvement of the quality of teaching and leadership and meeting the needs of all learners. All networks of professional practice have a clear focus, expected impact measures and where appropriate is based upon outcomes of research. The school cluster model becomes the 'anchor' for professional practice and capacity building. All schools and clusters grow as learning organisations. Collaborative working arrangements support the wider Federation agenda. Research through HEIs and other institutions is commissioned and regard is given to outcomes to shape future planning. 	<ul style="list-style-type: none"> The regional strategy for the self-improving system is understood by all stakeholders. Impact reports from clusters demonstrate improvements in provision and leadership in 2017 at individual school level, this is evidenced through improvements in outcomes and categorisation. There is evidence that is based upon research and captured through FADE that school to school activity and networks of professional practice are having a positive impact on pupil outcomes, quality of teaching and leadership, particularly at the point of transition. Research outcomes are used effectively to shape future regional delivery.

<p>7. Wider Regional and EAS Company Developments</p>	<p>To 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. Embedding the risk management and processes for reporting on value for money. Embedding the use of the FADE process. <p>To improve the efficiency and effectiveness of the EAS by:</p> <ul style="list-style-type: none"> Ensuring that the Company remains compliant with Company and HR Law. Ensuring that governance and accountability structures are robust and that roles and responsibilities between the LA and the EAS remain clear. Reviewing workforce requirements. Learning from the other regions and sharing best practice in approaches to accelerating pupil outcomes. 	<ul style="list-style-type: none"> At least good progress will be made in addressing all Estyn / WAO recommendations. The Company remains compliant with Company and HR Law. The governance and accountability structures are robust and roles and responsibilities between the LA and the EAS remain clear. Collaboration and learning from other regions demonstrates an impact as evidenced in the Cross Regional Plan.
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3.1. Business Plan process

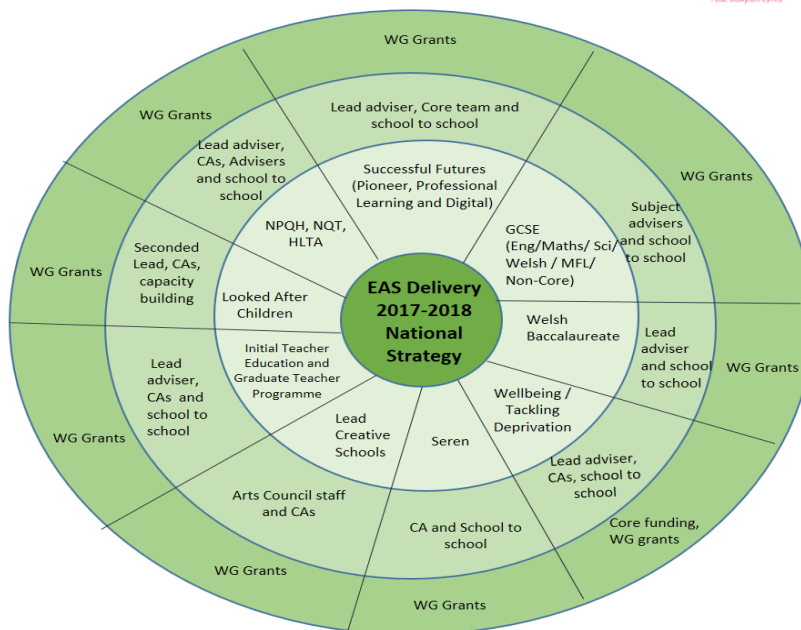
The EAS has procedures for self-evaluation and planning for improvement that are systematic, responsive and flexible, and provide the service with a platform from which to refine school improvement services to become more effective and efficient.



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.

Additional EAS Service Provision and funding 2017-2018

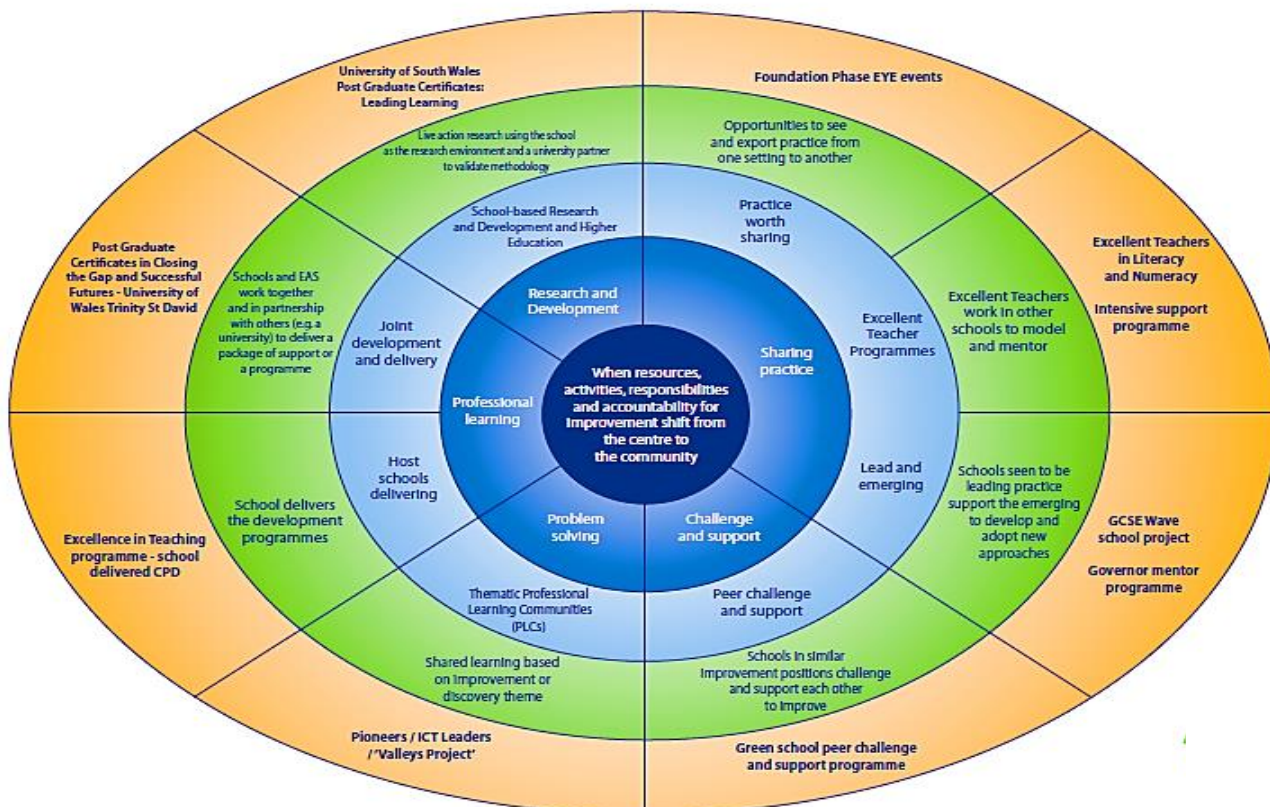
- National Strategies and Priorities
- EAS predominate delivery mode
- Funding stream 2017-2018



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



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

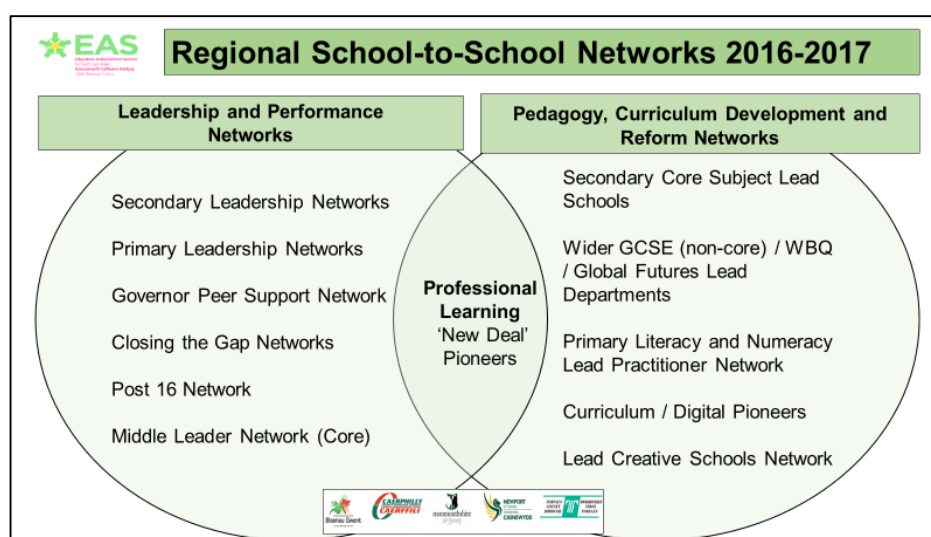


The regional definition of the self-improving system is one in which:

- **Resources** shift from the centre to the system, from the 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 the EAS working together and in partnership with others 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 the EAS has structured and prioritised its work to deliver the national priorities. In our establishment of leadership and performance networks, we have focused on the relationships between school leaders, leadership teams, the EAS 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 settings, and on the key priority of closing the gap between the achievement of priority groups of learners.

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	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	2016 Actual	2017 Target	2018 Target	2019 Target										
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	62.6	67.7	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	79.3	80.2	L2	61.1	56.8	58.9	64.0	L2	83.7	83.0	84.1	83.9
L1	94.4	94.3	96.0	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	65.5	68.6	72.7	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	68.6	72.0	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	63.3	67.0	71.3	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	68.8	72.9	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	-	66.1	66.6	71.1	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

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

As advised by each LA, below are the number of EOTAS pupils in the Yr11 cohort this year to inform 2017 target setting (the data above for 2017 incorporates these figures):

- Blaenau Gwent – 3
- Caerphilly – 55
- Monmouthshire – 5
- Newport – 18
- Torfaen – 0

Authority 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	95.5	95.7
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	94.5	94.8
Monmouthshire	94.7	95	95.1	95.2
Newport	93.2	93.7	93.8	93.9
Torfaen	93.7	95	95.5	96

Additional supporting documents

These documents are available on request (Ref: 1-7 are available on the EAS website)

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

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	-	-	-	-	Welsh (1st) A*-C	-	-	-	-	
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	
OFSTED																
OFSTED/FSM/non																
OFSTED gap																
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	-	-	-	-												
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

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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	Jun-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	Jul-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

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 Pertholey 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 £8,755 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 on transition and ensuring that</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>

pupils achieving expected Level +1 at primary school continue to make good progress at KS3 and KS4.

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

The content of this LA Annex has been agreed by:

LA Director / Chief Education Officer:

Mr Will McClean

Cabinet Member for Education:

Cllr. Liz Hackett-Pain

EAS Managing Director



Ms. Debbie Harteveld

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SUBJECT: 2017/18 EDUCATION AND WELSH CHURCH TRUST FUNDS INVESTMENT AND FUND STRATEGIES

MEETING: Cabinet

DATE: 1st March 2017

DIVISION/WARDS AFFECTED: All Authority

1. PURPOSE:

- 1.1 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.

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RECOMMENDATIONS:

- 2.1 That the proposed Investment and Fund Strategy for 2017/18 for the Monmouthshire Farm School Endowment Trust Fund be approved.
- 2.2 That the proposed Investment and Fund Strategy for 2017/18 for the Welsh Church Fund be approved.
- 2.3 To delegate responsibility for the execution and administration of treasury management decisions to the Head of Finance (S151 officer) who will act in accordance with the Investment and Funds Strategy (appendix 2).
- 2.4 To approve the 2017/18 grant allocation to Local Authority beneficiaries to the Monmouthshire Welsh Church Act Fund of £200,000 to be distributed in accordance with population shares as per the 2010 Census.
- 2.5 To endorse the principle that 2017-18 grant allocation in respect of Monmouthshire Farms trust fund accord closely with the previous years investment return at the end of March 16, to avoid eroding the overall fund. As a guide investment returns are predicted as being circa £15,000.
- 2.6 To endorse the Welsh Church Fund Principles , Policy Considerations and Grant Allocation Criteria for 2017-18 (Appendix 7) as considered by the Welsh Church Fund Committee on the 19th January 2017.

3. KEY ISSUES:

- 3.1 The Authority acts as the sole trustee for the Welsh Church Fund and the custodian with responsibility for financial arrangements for the Monmouthshire Farm School Endowment Trust Fund and is required annually to approve Investment and Fund Strategies for them. In addition, for the Welsh Church Fund the Authority is required to determine the grant allocation for the forthcoming year.
- 3.2 The contract for the position of treasury advisor to Monmouthshire County Council, the Welsh Church Act Fund and the Monmouthshire Farm School Endowment Trust was retendered in 2015/16. This resulted in Arlingclose being re-awarded the contract in March 2016 for 4 years with the option to extend for a further 2 years.. All three bodies will therefore continue to receive ongoing advice and support on investments from 1st April 2017 until 31st March 2018 from Arlingclose.

Investment and Fund Strategy

- 3.3 In acting in its capacity as either sole trustee or custodian, the Authority is required to have Investment policies in place for the Monmouthshire Farms Endowment Trust Fund and the Welsh Church Fund in order to comply with the [Trustee Act 2000](#). The policies ensure that monies are invested in the best interests of the Trusts.

The Annual Investment and Fund strategies for the Monmouthshire Welsh Church Act Fund and Monmouthshire Farm School Endowment Trust Fund set priorities are, in the order shown, to;

- a) Maintain security of the invested capital;
- b) Maintain sufficient liquidity to allow grants to be distributed;
- c) Maintain an optimum yield which is commensurate with security and liquidity.

- 3.4 The Trust holds real assets within pooled funds (Collective Investment Funds) such as to maximise the average annual income stream to the Trust over a 3-5 year business cycle without a sustained loss of capital funds. This policy was adopted as the Investment Strategy for the WCF in 2013/14. Arlingclose as treasury advisors to the Welsh Church Fund have supported the Welsh Church fund in making these types of investments, and these investments were taken out between May 2013 and January 2014.
- 3.5 The current view from investment market projections continues to be that UK base rates will remain low. The basis for the change in investment strategy in point 3.4 was still relevant for 2016/17 and will be monitored with the help of the Authority's treasury advisor on an ongoing basis to ensure returns are optimized in 2017/18, which may require a few changes in investment vehicles.

- 3.6 Pooled funds are suited to bodies such as the Welsh Church Fund and the Mon Farm School Trust Fund which are looking for a steady and/or higher average income streams and who are able to leave the principal in place for a business cycle as they do not need to access the principal over the medium term. This enables the Trust to benefit from good years despite lower returns in poorer years.
- 3.7 There is an increased risk relating to the use of these funds in that the principal amount can go down as well as up in value. Again this is suited to the Welsh Church Fund as the Trust can tolerate these movements over a business cycle. The movements are expected to be neutral over a business cycle and the earning power of these investments is not largely affected by the market value.
- 3.8 For the financial year 2015-16, the WCF has received income of £210,673 from its investment funds. The forecast for income for the full year 2016/17 including its Government Bond and cash pooled with Monmouthshire County Council is around £190,000. Therefore, maintaining the distribution level at £200,000 will even out the fluctuations in the income received over the two years thereby assisting future grant recipients.
- 3.9 In the financial year 2015/16, the income received from the pooled funds was offset by a paper net capital loss of £133,445 (£263,000 gain in 2014/15). As indicated in point 3.6, a movement in capital value is expected with these types of investments and not expected to impact the fund in the long term. For this reason, Arlingclose strongly recommend continuing to spread the investments over a number of assets classes, equity, property and bonds to reduce the risk of losses.
- 3.10 A revised Investment and Fund strategy for the Welsh Church Act Fund is contained in Appendix 2.
- The strategies state that the balance of cash not invested directly by the Trust Funds can be managed on a pooled basis by Monmouthshire County Council to maximize investment returns and to minimise exposure to investment losses. This cash balance is required primarily to ensure sufficient cash is available to distribute grants.
- 3.11 Following recommendations from Treasury Advisors Arlingclose, The Monmouthshire Farm School Endowment Trust adopted a similar risk and investment strategy to that of the Welsh Church Fund. A report ratifying this new strategy was presented to, and approved by the Monmouthshire Farm School Endowment Trust Board in January 2016. The additional proposed investments are now in place.
- 3.12 In the financial year 2015-16, the Mon Farms Trust received income of £23,314 from its direct investments in funds and £32,479 from the Roger Edwards Educational Trust Fund. These total investment returns are slightly below the current grant allocated from the Trust. Unlike Welsh Church Fund a set grant allocation budget isn't proffered in respect of Mon Farms, traditionally this is left to the discretion of S.151 officer but commonly accords closely with investment returns received in previous year so as not to erode the overall fund, which as a guide would amount to circa £15,000 for 2017-18.
- 3.13 In the financial year 2015/16, the income received from the pooled funds invested in by the Trustees directly was offset by a paper net capital loss of £27,048. As indicated in point 3.6, a movement in capital value is expected with these types of investments and not expected to impact the fund in the long term. For this reason, Arlingclose strongly recommend continuing to spread the investments over

a number of assets classes, equity, property and bonds to reduce the risk of losses. It should be noted however that as the Monmouthshire Farm School Endowment Trust receives income from the Roger Edwards Trust and that this income is achieved by investing in Equity and Property based products, in order to diversify, the additional products selected for direct investment were weighted towards bond based products, with some additional property based products being purchased more recently. The bond based products have not performed as well over the last 12 months, creating some capital losses. This situation is being actively discussed with Arlingclose to optimize performance over the medium term although diversification is still seen as the best policy.

3.14 Appendix 1 outlines the Annual Investment and Fund Strategy 2017/18.

Grant Allocation of the Welsh Church Fund

3.15 The Monmouthshire Welsh Church Fund was established on 1st April 1996 from the former Gwent Fund and part of the former Mid Glamorgan Fund. The Fund covers the administrative areas of Blaenau Gwent, Caerphilly, Newport, Torfaen and Monmouthshire, with Monmouthshire being designated as the lead Authority.

3.16 Since 1996 trustees have sought to obtain a satisfactory rate of return from the fund's investments thereby enabling grants to beneficiaries after meeting expenses, whilst maintaining the capital value of the fund in real terms.

3.17 The fund balance held by the trust was £5,216,589 at 31st March 2016 (£5,255,580 at 31st March 2015). It is recommended that the grant allocation be maintained at £200,000 in 2017/18 (£200,000 in 2016/17). The forecast for 2016-17 income is slightly done from the £220,000 received in 2015-16 but should still be enough to maintain current budget levels.

3.18 . This will result in the following distribution being recommended:

AUTHORITY	POPULATION (000)**	PERCENTAGE SPLIT	BUDGET*
Blaenau Gwent CBC	68.4	12.2	24,400
Caerphilly CBC	173.1	30.8	61,600
Monmouthshire CC	88.1	15.7	31,400
Newport CBC	141.3	25.2	50,400
Torfaen CBC	90.5	16.1	32,200
TOTAL	561.4	100.0	£200,000

*The above figures do not include any brought forward unspent grant allocations

**Source: 2010 Census ONS

Risk Assessment of the Welsh Church Fund

- 3.19 The financial assistance provided by the Welsh Church Fund supports a very wide range of community activities, including voluntary and sporting organisations. Annually, monies are distributed and the key risk faced by the Welsh Church Fund is loss or reduction in the amount of monies available.
- 3.20 The risk assessment is undertaken to ensure that risks faced by the Trust are identified and mitigated through appropriate and robust controls put in place by the Authority in its position as sole and corporate Trustee. The existing risk assessment policy has been reviewed and is considered to be adequate and sufficiently robust to continue during the 2017/18 financial year. The risk assessment is attached for information at appendix 5.

Risk Assessment of the Monmouthshire Farm School Endowment Trust

- 3.21 The financial assistance provided by the Monmouthshire Farm Endowment Trust supports a very wide range of students, studying at agricultural based colleges in the UK. Applicants must live in the former Gwent area (excluding Newport) and preference is given to those under 25 years old. Annually, monies are distributed and the key risk faced by the Monmouthshire Farm Endowment Trust is loss or reduction in the amount of monies available for distribution.
- 3.22 A risk assessment is undertaken to ensure that risks faced by the Trust are identified and mitigated through appropriate and robust controls put in place by the Authority, in its position as the Trustee with responsibility for financial arrangements. The risk assessment policy is attached for information at appendix 4.

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REASONS:

- 4.1 To produce an annual Investment and Fund Strategy in order that the Authority fulfills its responsibilities as corporate and sole trustee in order to comply with the Trustee Act 2000.
- 4.2 To approve the 2017/18 grant allocation for the Welsh Church Fund, enabling constituent Local Authorities to make qualifying grant allocations under the Welsh Church Fund Trust Scheme.

5. RESOURCE IMPLICATIONS:

- 5.1 The grant allocation to beneficiaries of the Welsh Church Fund is set in the context of the fund balance being maintained over the long term. It is funded through net income generated through investment returns.
- 5.2 The appointment of a dedicated treasury advisor to the Welsh Church Fund will be an ongoing annual charge against the Fund. However, in light of the revised treasury strategy which attracts more treasury risk it is deemed prudent and it is anticipated will be more

than outweighed by increased investment returns. The fee negotiated is considered to be competitive and further efficiencies are generated from the Authority dealing with one advisor for its treasury advice.

6. FUTURE GENERATIONS EVALUATION including Equality and Sustainability impact assessments

- 6.1 There are no adverse Future Generation implications arising directly from this report. The Future Generations Evaluations form is attached under appendix 5.
- 6.2 There are no sustainability implications arising directly from this report.
- 6.3 The approval of the Investment and Fund Strategies do not require any specific decisions to be made which could have an adverse impact on any group or individual within the Council. The approval of the Welsh Church Fund budget for 2017-18 is seen to have a neutral impact on the sustainability of the fund going forward.

7. CONSULTEES:

Strategic Leadership Team
Cabinet Members
Head of Legal Services

Results of Consultation

No adverse comments received

8. BACKGROUND PAPERS:

Appendix 1 – Monmouthshire Farm School Endowment Trust – Annual Investment and Fund Strategy 2017/18
Appendix 2 – Monmouthshire Welsh Church Fund – Investment and Fund Strategy 2017/18
Appendix 3 – Monmouthshire Farm School Endowment Trust – Risk Assessment Policy 2017/18
Appendix 4 – Monmouthshire Welsh Church Fund – Risk Assessment Policy 2017/18
Appendix 5 – Future Generations Evaluation Form
Appendix 6 – Arlingclose Economic & Interest Rate Forecast November 2016
Appendix 7 -- Welsh Church Fund Principles , Policy Considerations and Grant Allocation Criteria for 2017-18

9. AUTHOR:

Joy Robson - Head of Finance

10. CONTACT DETAILS:

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Telephone: 01633 644270

1. Background

- 1.1 The Trustees shall each year consider for approval an annual Investment Strategy. The Trustees may also request submission of a longer term investment strategy for approval. Any proposed in-year modification to the Investment Strategy must be approved by the Trustees.
- 1.2 This investment strategy has been prepared with the assistance of Arlingclose, the current treasury advisor to both the Monmouthshire Farm Endowment Trust and also Monmouthshire County Council.
- 1.3 The Trustees have agreed to a continued relationship with a Treasury advisor to provide expert advice on the continued suitability of a variety of investment vehicles for inclusion in its portfolio. This will carry a small charge.

2. Interest Rate Forecast

- 2.1 Arlingclose's forecast is for the UK Bank Rate to remain flat with a 25% chance of reducing further from 0.25%. Risks remain weighted to the downside.
- 2.2 The economic and interest rate forecast at Appendix 6 is provided by Monmouthshire County Council's current treasury management advisor. The Authority, in its position as trustee, will reappraise its strategies from time to time in response to evolving economic, political and financial events.
- 2.3 With short term interest rates still low, an investment strategy historically would have typically resulted in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk for investments of that duration and also an acceptable return.
- 2.4 The Monmouthshire Farm Endowment Trust, by means of this Investment strategy is permitted to utilise suitable Collective Investment Schemes/Pooled Funds, which enable the Authority to diversify the assets and thereby reduce the underlying risk in the investment portfolio and at the same time providing the potential for enhanced returns.

3. Annual Investment and Fund Strategy

- 3.1 The Trustees shall invest Monmouthshire Farm Endowment Trust monies in accordance with Section 15 of the Scheme made by the County Council of Monmouthshire.
- 3.2 Day to day activities required to implement this shall be delegated to the S151 Officer and the Treasury team of Monmouthshire County Council. This can include a change to investment vehicle providing it still lies within the scope of this Investment strategy and is approved by the current Treasury Management advisors.
- 3.3 In accordance with best practice, the Monmouthshire Farm Endowment Trust must consider the three objectives of security, liquidity and yield in relation to the investment of its funds when making any investment. Maintaining a high level of security of investment ensures the long term income generating capacity of the fund. The liquidity or accessibility of a portion of the investments ensures in the short term expenses of the fund can be met.
- 3.4 The Overall Fund Strategy of the Monmouthshire Farm Endowment Trust Fund is to generate investment returns which after meeting the expenses of managing the Fund, can be distributed to selected beneficiaries. The investment strategy is therefore to maximise returns commensurate with appropriate levels of security and liquidity. Investments in Collective Investment Funds are likely to result in fluctuations in principal. It is acceptable to allow this, if having taken appropriate advice; they are expected to be temporary in nature, in order to improve total returns over a 3-5 year business cycle.
- At 31st March 2016, the Monmouthshire Farm Endowment Trust had £611,952 of investments and £59,687 of cash.
- 3.5 Investments can be taken out by the Fund without specific reference to the Treasury Advisors at the time providing they are sterling denominated investments with a maximum maturity of one year and also meet the “high credit quality” criteria determined by the Trustees and set out in paragraph 3.9 and are not deemed capital expenditure investments under Statute.
- 3.7 Investments which do not meet the strict definition below of high credit quality and which have a longer term Investment horizon can be made but only after consulting with the Monmouthshire Farm Endowment Trust Fund treasury advisors and the Head of Finance (S151 Officer) at Monmouthshire County Council, who represents the Trustees, to ensure the level of risk is in line with the Monmouthshire Farm Endowment Trust Fund’s other current investment options.
- 3.8 The types of investments that are permitted to be used by the Monmouthshire Farm Endowment Trust are as follows:

Table 2: Investments

Investment	
Term deposits or Cash Deposits with banks and building societies	✓
Gilts, Treasury-bills or the UK Debt Management Office	✓
Collective Investment Schemes	✓
Pooled funds with Monmouthshire County Council	✓

3.9 The Trustees and its advisors select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (counterparties):
 - Investments are classed as having high credit quality if the lowest credit rating they have with Fitch, Moody's and Standard & Poors' is A-, A3 and A- or higher.
 - And a country rating of AA+ or equivalent for non-UK sovereigns
- Credit Default Swaps (where quoted)
- Sovereign Support mechanisms
- Economic fundamentals (for example Net Debt as a percentage of GDP) and Economic trends
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Historical performance and expected future trends of Collective Investment Funds
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern. The Monmouthshire Farm Endowment Trust fund will not enter into any investment if it is outside the advice given by its Treasury advisors which is updated monthly, weekly and daily according to the movements in the worldwide backdrop. This includes guidance on the maximum maturity of investments with approved counterparties.

3.10 New Investments made directly by the Monmouthshire Farm Endowment Trust Fund will be restricted in the following ways to ensure diversification and hence reduction of both credit risk and interest rate risk.

- A minimum of £40,000 (at the time of investment) needs to be held in investments which are sufficiently liquid such as cash or other investments less than one year so that grants can still be made if investment returns are low or to allow for the lead time for realising certain investments. The full remaining balance can be invested in Collective Investment funds to maximise returns if this is in line with the requirements of this strategy.
- The maximum amount which can be invested directly by the Monmouthshire Farms Endowment Trust Fund [MFETF] in any one Collective Investment Fund (at the time of investment) is 45% of the total MFETF investment balance.

The amount invested should be spread across different asset classes such as Property, Bonds and Equity to diversify and reduce overall risk. This spread should be viewed collectively with the funds invested by the Roger Edwards Educational Trust [REET] and from which the MFETF benefits (£650,000 purchase price). As the REET Investments are weighted towards Equity it is not possible to achieve an equal split across asset classes but a level of between 20% and 45% for at least three asset classes should be aimed for. Appendix A includes the model portfolio which was used as a basis for the investments which have been undertaken.

- Up to 100% of the total investment balance can be held with Monmouthshire County Council or Instruments issued by the UK Government, if required
- Up to 100% of the total investment balance can be invested as term deposits, CDs or call accounts with banks and building societies. The maximum amount which can be invested with any one financial institution is £100,000 if of high credit quality (approx 15% of the total MFETF investment balance) or £50,000 if approved by the Treasury advisors although not considered high credit quality.
- The maximum duration of term deposits and CDs with banks and building societies shall be in line with the ongoing advice given by the Trust's treasury advisors which varies with world economic factors.

3.11 At the end of each financial year the Trustees shall consider the actual return on investments & the extent to which the investment objectives have been achieved.

3.12 The Trustees shall observe the following constraints in pursuing the investment objectives:

- The restrictions on investments contained within Section 15 of the scheme made by Monmouthshire County Council.
- A proportion of the funds held may be pooled with Monmouthshire County Council's overall investment portfolio, which is invested in line with the Authority's Treasury Management Strategy. Interest earned by the Authority and any investment losses incurred by the Authority will be apportioned proportionally between the Local Authority and Monmouthshire Farm Endowment Trust in line with the total investments held by each party.

NB: Any investments which move outside of the above criteria with time will be reinvested within the above criteria on maturity.

- 3.13 There are currently no ethical constraints on investment of funds and this matter will be reviewed if there are any changes in charity law or other requirements.
- 3.14 There is now more than 12 months' history to Monmouthshire Farms Trust's pooled fund holding. Over the 15 months since January 2015, the three pooled funds have in aggregate generated 5.15% income. In capital terms, it should be remembered that the emphasis of the investment in the selected funds is based on a long-term strategy of a five-year rolling basis
- 5 The values and performance of the investments reported in the latest available Arlingclose report are as follows;

EXTERNAL FUND PORTFOLIO

IONMOUTHSHIRE FARM SCHOOL ENDOWMENT FUN

From: 01/01/2015

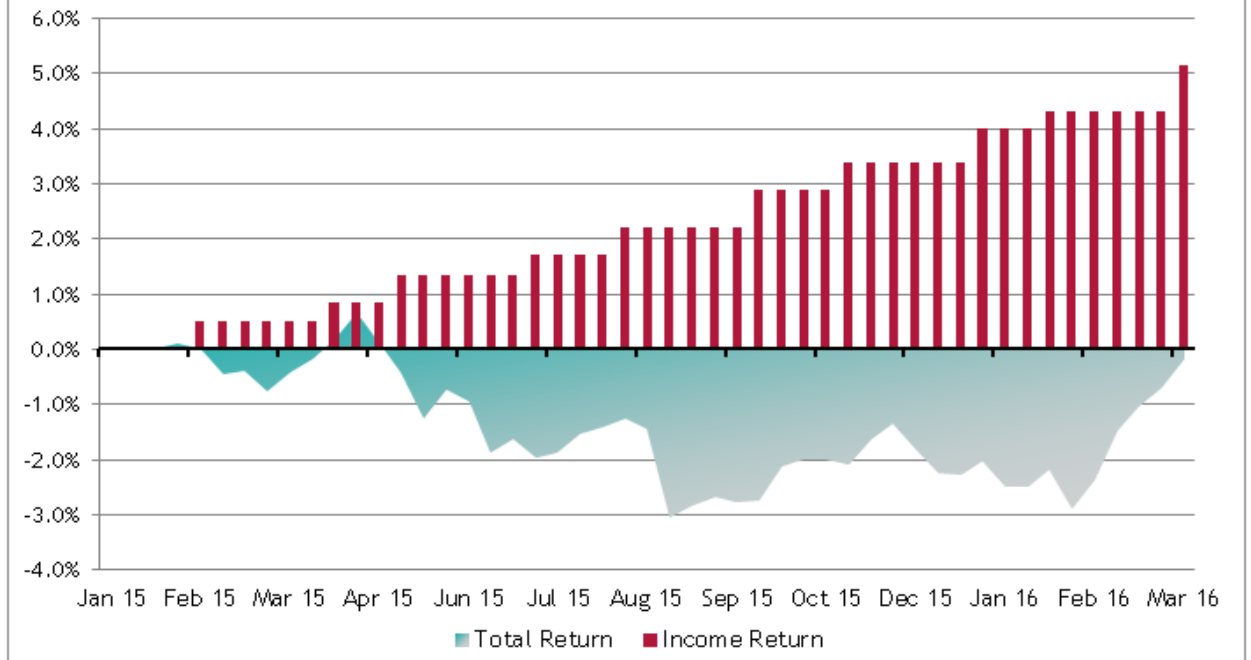
To: 31/03/2016

FUND NAME	ASSET CLASS	No of Units Held	Current Value £	Capital Growth £	Dividends Received £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility
CCLA - COIF PROPERTY FUND	PROPERTY	86,044	98,606	-1,394	4,156	0.6	-1.39%	4.16%	2.76%	3.6%
M&G CHARIBOND FUND	BOND	158,802	199,805	-10,195	11,751	1.2	-4.85%	5.60%	0.74%	3.9%
UBS MULTI ASSET INCOME FUND	MULTI ASSET	377,858	184,541	-15,459	10,282	1.2	-7.73%	5.14%	-2.59%	5.5%
Grand Total			482,952	-27,048	26,189	1.1	-5.30%	5.14%	-0.17%	3.0%

Asset Class Allocation



Cumulative Return on External Funds



Please note the data above reflects the performance of the funds since inception as the funds were purchased on 26th January 2015.

4. Training

- 4.1 The Head of Finance (S151 Officer) will ensure all staff are suitable trained to assist with this process and will organise awareness training to Trustees, Cabinet and Audit Committee where appropriate.

5. Investment Consultants/ Treasury Advisors

- 5.1 The Monmouthshire Farm Endowment Trustees use Arlingclose as their Treasury Management Consultants to provide information, advice and training relating to investments. Information relating to investments is provided from publicly available data and is summarised in order to assist with decision making within the Authority. The information and advice covers the level of risk of investment and the variety of options available.

The Investment & Fund Strategy for the Welsh Church Act Fund 2017/18

1. Background

- 1.2 The Cabinet shall each year consider for approval an annual Investment Strategy. The Cabinet may also request submission of a longer term investment strategy for approval. Any proposed in-year modification to the Investment Strategy must be approved by the Cabinet.
- 1.2 The Welsh Church Fund Funds strategy shall be considered in conjunction with any review of the Investment Strategy.
- 1.3 Local Authorities are required by the Welsh Government's Investment Guidance to produce an Annual Investment Strategy. The Trustees of the Welsh Church Fund have elected to use this Guidance where practicable and relevant. The guidance emphasises an appropriate approach to risk management, particularly in relation to the security and liquidity of invested funds.
- 1.4 This investment strategy has been prepared with the assistance of Arlingclose, the current treasury advisor to both the Welsh Church Fund and also Monmouthshire County Council (the sole Trustee of the Welsh Church Fund).

Interest Rate Forecast

- Arlingclose's forecast is for the UK Bank Rate to remain flat with a 25% chance of reducing further from 0.25%. Risks remain weighted to the downside.
- 2.2 The economic and interest rate forecast at Appendix 6 is provided by Monmouthshire County Council's current treasury management advisor. The Authority, in its position as trustee, will reappraise its strategies from time to time in response to evolving economic, political and financial events.
- 2.3 With short term interest rates still low, an investment strategy historically would have typically resulted in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk for investments of that duration.
- 2.4 The Welsh Church Fund is permitted to utilise suitable Collective Investment Schemes/Pooled Funds, which enable the Authority to diversify the assets and underlying risk in the investment portfolio and at the same time providing the potential for enhanced returns.

3. Annual Investment and Fund Strategy

3.1 The Cabinet shall invest Welsh Church Fund monies in accordance with Section 15 of the Scheme made by the County Council of Monmouthshire under Section 19 of the Welsh Church Act 1914.

3.2 In accordance with best practice, the Welsh Church fund must consider the three objectives of security, liquidity and yield in relation to the investment of its funds when making any investment. Maintaining a high level of security of investment ensures the long term income generating capacity of the fund. The liquidity or accessibility of a portion of the investments ensures in the short term expenses of the fund can be met.

3.3 The Overall Fund Strategy of the Welsh Church Trust Fund is to generate investment returns which after meeting the expenses of managing the Fund, can be distributed to selected beneficiaries. The investment strategy is therefore to maximise returns commensurate with appropriate levels of security and liquidity. Investments in Collective Investment Funds are likely to result in fluctuations in principal. It is acceptable to allow this, if having taken appropriate advice; they are expected to be temporary in nature, in order to improve total returns over a 3-5 year business cycle.

At 31st March 2016, the Welsh Church Fund had £4.63m of investments (market value) and £168,000 of cash.

Investments can be taken out by the Fund without specific reference to the Treasury Advisors at the time providing they are sterling denominated investments with a maximum maturity of one year and also meet the “high credit quality” criteria determined by the Trustee and set out in paragraph 3.8 and are not deemed capital expenditure investments under Statute.

3.6 Investments which do not meet the strict definition below of high credit quality and which have a longer term Investment horizon can be made but only after consulting with the Fund’s treasury advisors and the Head of Finance (S151 Officer) at Monmouthshire County Council, who represents the Trustees, to ensure the level of risk is in line with the Welsh church Fund’s other current investment options.

3.7 The types of investments that are permitted to be used by the WCF are as follows:

Table 2: Investments

Investment	Specified
Call accounts, term deposits or Cash Deposits with banks and building societies	✓
Gilts, Treasury-bills or the UK Debt Management Office	✓
Collective Investment Schemes	✓

*

3.8 The Trustees and its advisors select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (counterparties):
 - Investments are classed as having high credit quality if the lowest credit rating they have with Fitch, Moody's and Standard & Poors' is A-, A3 and A- or higher.
 - And a country rating of AA+ or equivalent for non-UK sovereigns
- Credit Default Swaps (where quoted)
- Sovereign Support mechanisms
- Economic fundamentals (for example Net Debt as a percentage of GDP) and economic trends
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Historical performance and expected future trends of Collective Investment Funds
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern. The Welsh Church fund will not enter into any investment if it is outside the advice given by its Treasury advisors which is updated monthly, weekly and daily according to the movements in the worldwide backdrop. This includes guidance on the maximum maturity of investments with approved counterparties.

3.9 New Investments made directly by the Welsh Church Fund will be restricted in the following ways to ensure diversification and hence reduction of both credit risk and interest rate risk.

- A minimum of £350,000 needs to be held in investments which are sufficiently liquid such as cash or other investments less than one year so that grants can still be made if investment returns are low or to allow for the lead time for realising certain investments. The full balance can be invested in Collective Investment funds to maximise returns if this is in line with the requirements of this strategy.
- The maximum amount which can be invested in any one Collective Investment Fund (at the time of investment) is 20% of the total investment balance. The amount invested should be spread across different asset classes such as Property, Bonds and Equity.

- Up to 100% of the total investment balance can be held with Monmouthshire County Council.
 - Up to 100% of the total investment balance can be invested as term deposits or call accounts with banks and building societies. The maximum amount which can be invested with any one financial institution counterparty is 10% of the total investment balance.
 - The maximum duration of term deposits with banks and building societies shall be in line with the advice given by the Trust's treasury advisors which varies with world economic factors.
- 3.11 At the end of each financial year, Audit Committee consider the actual return on investments & the extent to which the investment objectives have been achieved.
- 3.12 The Cabinet shall observe the following constraints in pursuing the investment objectives:
- The restrictions on investments contained within Section 15 of the scheme made by Monmouthshire County Council under section 19 of the Welsh Church Act 1914.
 - A proportion of the funds held may be pooled with Monmouthshire County Council's overall investment portfolio, which is invested in line with the Authority's Treasury Management Strategy. Interest earned by the Authority and any investment losses incurred by the Authority will be apportioned proportionally between the Local Authority and Monmouthshire Welsh Church Act Fund in line with the total investments held by each party.
- NB: Any investments which move outside of the above criteria with time will be reinvested with the above criteria on maturity.*
- 3.13 There are currently no ethical constraints on investment of funds and this matter will be reviewed if there are any changes in charity law or other requirements.
- 3.14 Performances of the externally managed pooled funds of the Welsh Church Fund for the 12 months to March 2016 are set out below. These investment funds are to be reviewed in 2017 in ensure that they are fulfilling the criteria of income generation and capital sustainability.
- 3.15 The income earned from this portfolio, shown by the red bars, is just over £210,000 for the 12 months till March 2016.

EXTERNAL FUND PORTFOLIO

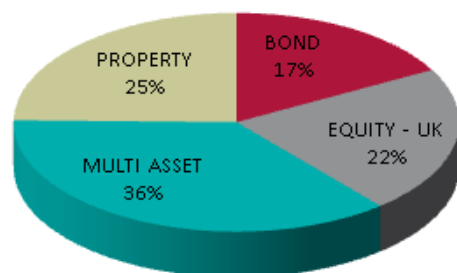
MONMOUTHSHIRE WELSH CHURCH FUND

From: 31/03/2015

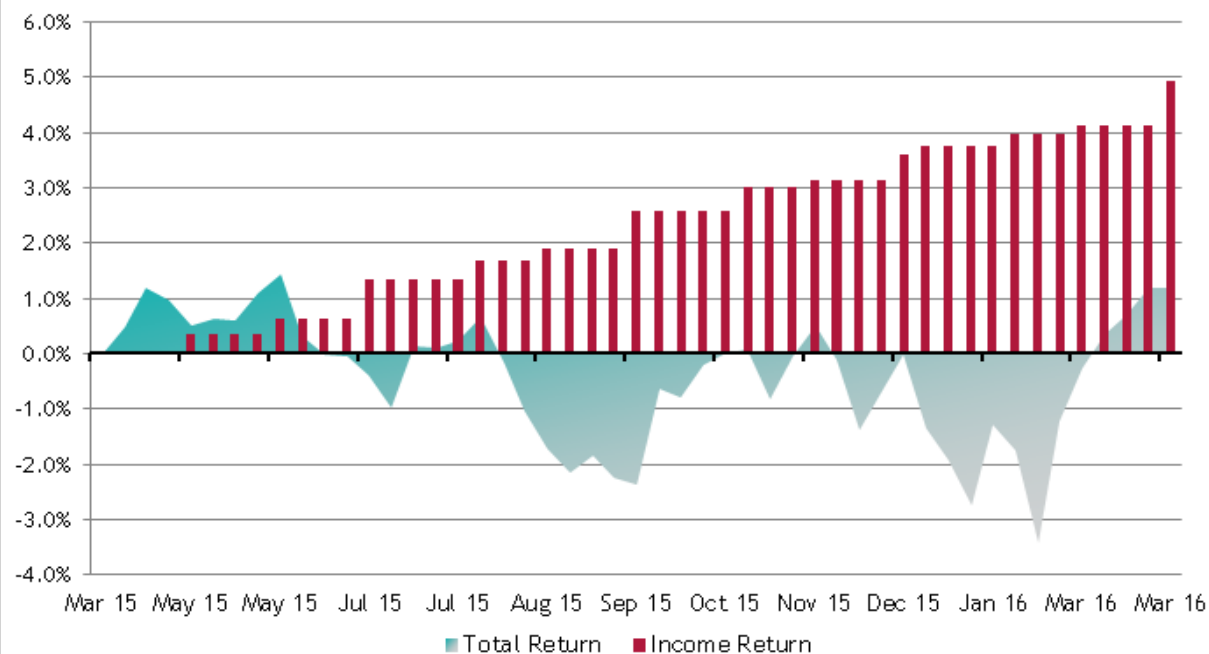
To: 31/03/2016

FUND NAME	ASSET CLASS	No of Units Held	Current Value £	Capital Growth £	Dividends Received £	Holding Period (yrs)	Capital Return	Income Return	Total Return	Volatility
CCLA - COIF INVESTMENT FUND	MULTI ASSET	67,524	814,613	-34,991	31,844	1.0	-4.12%	3.75%	-0.37%	9.6%
CCLA - COIF PROPERTY FUND	PROPERTY	889,400	1,019,253	59,234	56,922	1.0	6.17%	5.93%	12.10%	3.0%
M&G CHARIBOND FUND	BOND	558,982	703,311	-20,179	32,309	1.0	-2.79%	4.47%	1.68%	4.5%
M&G CHARIFUND	EQUITY - UK	34,796	492,404	-34,302	24,096	1.0	-6.51%	4.57%	-1.94%	12.7%
SCHRODER INCOME MAXIMISER FUND	EQUITY - UK	981,740	406,342	-69,998	33,584	1.0	-14.69%	7.05%	-7.64%	14.7%
UBS MULTI ASSET INCOME FUND	MULTI ASSET	1,407,494	687,404	-58,708	31,966	1.0	-7.87%	4.28%	-3.58%	5.9%
Grand Total			4,123,328	-158,944	210,721	1.0	-3.71%	4.92%	1.21%	5.4%

Asset Class Allocation



Cumulative Return on External Funds



4. The Welsh Church Fund's Banker

4.1 The Welsh Church Fund holds cash with Barclays Bank. At the current time, it meets the minimum credit criteria.

5. Training

5.1 The Authority, acting as Trustee to the Welsh Church Fund, will ensure that suitable awareness training is provided to members of the Audit Committee and Cabinet to enable them to discharge their scrutiny function together with such wider training as may be required from time to time.

6. Investment Consultants/ Treasury Advisors

6.1 The Welsh Church Fund use Arlingclose as their Treasury Management Consultants to provide information, advice and training relating to investments. Information relating to investments is provided from publicly available data and is summarised in order to assist with decision making within the Authority. The information and advice covers the level of risk of investment and the variety of options available.

Monmouthshire Farm Endowment Trust – Risk Assessment Policy 2017/18

The financial assistance provided by the Monmouthshire Farm Endowment Trust is to support the advancement of education in agriculture and related subjects at college. Annually, monies are distributed and the key risk faced by the Monmouthshire Farm Endowment Trust is loss or reduction in the amount of monies available.

An assessment of the risks faced by the Monmouthshire Farm Endowment Trust has been undertaken and steps taken to:

- avoid risks through alternative strategies
- limit and reduce risks by improving controls
- insure against specified risks

On an annual basis the risk assessment will be reviewed and updated to include any new risks identified.

The risks identified have been encompassed within 4 categories:

- Page 135
- governance & management
 - operational risks
 - financial risks
 - compliance risk

Monmouthshire County Council as custodian and administrator of the Monmouthshire Farm Endowment Trust manage the fund on the Trustees behalf through the Cabinet and make all risk and investment decisions in a unified risk policy as advised by the Authority's investment and risk advisors.

The following paragraphs list the risks identified & the steps taken to mitigate or eliminate the risk.

1. Governance & Management

(a) The fund lacks direction?

The activities of the Fund are governed by the guidance in Section 4 of the Charity Act 2000.

The Cabinet has a clear purpose to maximise the return on its investments and this is contained within the investment policy.

(b) There are conflicts of interest?

Cabinet members are elected in accordance with the electoral cycle and are required to conduct themselves in-line with the Authority's Code of Conduct.

Members are required to declare any interests related to the activities of the Trust and may not vote on these decisions. These matters are recorded in the official minutes.

Members allowance and expense payments are not charged to the Monmouthshire Farm Endowment Fund.

(c) Funds are used inappropriately?

The purpose for which funds can be used is contained within the objectives of the trust.

(d) Key staff, leave the Council's employment?

The actions of Officers of the Council are determined by Delegated Powers.

A number of senior Council staff support and advise the Trustees on legal & financial matters.

(e) Inadequate information is provided to the Trustees?

Annually, the Trustees consider the level of reserves and anticipated investment income before determining the level of grants to be made available.

Variances between the anticipated & actual investment income will be reflected in the following year's grants.

2. Operational Risks

(a) Unsuitable staff support and advise Cabinet?

Monmouthshire County Council has a comprehensive recruitment process which is supported by a wide range of personnel policies.

The training & development needs of officers are identified through the Employee Review process.

A number of senior Council staff support and advise Cabinet on financial and legal matters.

(b) Systems & procedures are not secure?

Systems & procedures are documented & document retention policies are in place. IT systems have data back-up arrangements & disaster recovery plans. Periodic audits identify internal control improvement requirements. Insurance provides a means to recover from specified losses.

(c) Stakeholders are not satisfied with the operation of the Fund?

The Scheme made by the Trustees provides for the advancement of education in agriculture and related subjects at college.

The Trustees consider annual reports on the financial performance of the Trust.

The Trustees consider annually the level of funding available for grants.

(d) The assets of the Fund are at risk?

In accordance with the investment policy a number of constraints are placed upon the way in which monies are used.

A risk minimization strategy has been adopted which limits the investment of funds to individual institutions meeting specified criteria.

(e) Unsatisfactory returns on investment are achieved?

The reserves policy requires monies be invested in financial instruments which produce interest payments and there is no appreciation in the capital value of the investment.

The overall aim is to obtain a satisfactory rate of return enabling Trustees to distribute an amount based on the forecast return on investments during the current year, after meeting the expenses incurred in managing the fund.

Annually, the Trustees consider the actual return on investments and the extent to which the investment objectives have been achieved.

3. Financial Risks

(a) Budgetary control is inadequate?

Annually, the Trustees consider the level of reserves and anticipated investment income before determining the level of grants to be made.

Variance between the anticipated and actual investment income will be reflected in the following year's grants.

(b) Financial administration is unsatisfactory?

Monmouthshire County Council personnel policies and procedures ensure Officers are appropriately qualified for the roles undertaken.

Internal control arrangements ensure there is division of duties amongst Officers. Periodic audits review the internal control arrangements.

(c) Financial losses arise due to speculative investment?

The investment policy prescribes a risk minimisation approach which can limit the investment of funds to institutions meeting specified criteria.

(d) Financial losses arise from fraud or error?

The internal control arrangements are based upon segregation of duties. Periodic audits review the internal control arrangements. Insurance provides a means to recover from specified losses.

4 Compliance Risk

(a) Failure to comply with legislation / regulations?

The activities of the Fund are specified within objects of the Trust. The nature and format of financial reporting is specified by the Charity Commission and an external audit of the accounts is mandatory. A number of senior Council staff support and advise Cabinet on legal and financial matters.

Welsh Church Fund – Risk Assessment Policy 2017/18

The financial assistance provided by the Welsh Church Fund supports a very wide range of community activities, including voluntary and sporting organisations. Annually, monies are distributed and the key risk faced by the Welsh Church Fund is a loss or reduction in the amount of monies available.

An assessment of the risks faced by the Welsh Church Fund has been undertaken and steps taken to:

- avoid risks through alternative strategies
- transfer risks to others
- limit and reduce risks by improving controls
- insure against specified risks

On an annual basis the risk assessment will be reviewed and updated to include any new risks identified.

The risks identified have been encompassed within 4 categories:

- Page 139
- governance & management
 - operational risks
 - financial risks
 - compliance risk

The following paragraphs list the risks identified & the steps taken to mitigate or eliminate the risk.

1. Governance & Management

(a) The fund lacks direction?

The activities of the Fund are specified by the Scheme made by the County Council of Monmouthshire under section 19 of the Welsh Church Act 1914.

The Cabinet has a clear purpose to maximise the return on its investments and this is contained within the investment policy.

The Cabinet is accountable to the Councils within the Greater Gwent area.

(b) There are conflicts of interest?

Members of the Cabinet are elected every 4 years and are required to conduct themselves in-line with the Code of Conduct.

Members are required to declare any interests related to the activities of the Cabinet and may not vote. These matters are recorded.

Members allowance and expense payments are not charged to the Welsh Church Fund.

(c) Funds are used inappropriately?

The Charitable purposes for which funds can be used is contained within the Scheme made by Monmouthshire County Council, which is also implemented by the other constituent authorities within the Monmouthshire Welsh Church Fund Scheme. The Trust is currently putting in place set criteria to assist constituent authorities in making grant distributions and to ensure that there is transparency in decision making and due process. The Trust will look to agree with constituent authorities in future that grant distributions have been made in accordance with the scheme in place and the set criteria being developed.

The investment and fund strategy prescribes a risk minimisation approach, with funds only placed with institutions meeting specified criteria.

(d) Key staff leaving the Council's employment?

The actions of Officers of the Council are determined by Delegated Powers.

A number of senior Council staff support and advise the Cabinet on legal & financial matters.

(e) Inadequate information is provided to the Cabinet?

Annually, the Cabinet considers the level of reserves and anticipated investment income before determining the level of grants to be made available to the constituent Councils.

Variances between the anticipated & actual investment income will be reflected in the following year's grants to the constituent Councils.

2. Operational Risks

(a) Unsuitable staff support and advise the Cabinet?

Monmouthshire County Council has a comprehensive recruitment process which is supported by a wide range of personnel policies.

The training & development needs of officers are identified through the Employee Review process.

A number of senior Council staff support and advise the Cabinet on financial and legal matters.

(b) Systems & procedures are not secure?

Systems & procedures are documented & document retention policies are in place. IT systems have data back up arrangements & disaster recovery plans. Periodic audits identify internal control improvement requirements. Insurance provides a means to recover from specified losses.

(c) Stakeholders are not satisfied with the operation of the Fund?

The Scheme made by the County Council of Monmouthshire provides for financial assistance to be made available for a wide range of community activities.

The Authority's Audit Committee considers annual reports on the financial performance of the Fund.

The Constituent Councils also consider annually the level of funding available for community activities.

(d) The assets of the Fund are at risk?

In accordance with the investment policy a number of constraints are placed upon the way in which monies are used. A risk minimisation strategy has been adopted which limits the investment of funds to individual institutions meeting specified criteria.

The proposed Investment and Fund Strategy for 2016/17 for the Welsh Church Fund includes scope for investment in pooled investment funds (Collective investment funds).

(e) Unsatisfactory returns on investment are achieved?

The fund strategy requires monies be invested in financial instruments which produce interest payments and where there is no long-term depreciation in the capital value of the investment.

The proposed Investment and Fund Strategy for 2015/16 allows for the increased use of pooled investment funds. This does increase the risk that the principal amounts held can go down as well as up in value. This is suited to the Welsh Church Fund as the Trust can tolerate these movements over a business cycle. The movements are expected to be neutral over a business cycle and the earning power of these investments is not largely affected by the market value.

The overall aim is to obtain a satisfactory rate of return enabling the Cabinet to distribute an amount based on the actual return on investments achieved during the preceding twelve month period plus any accumulated capital receipts, after meeting the expenses incurred in managing the fund.

Annually, the Cabinet considers the actual return on investments and the extent to which the investment objectives have been achieved. Benchmark information is available from the Authority's Treasury Management Advisors for jointly invested funds with the Council.

3. Financial Risks

(a) Budgetary control is inadequate?

Annually, the Cabinet considers the level of reserves and anticipated investment income before determining the level of grants to be made available to the constituent Councils.

Variance between the anticipated and actual investment income will be reflected in the following year's grants to the constituent Councils.

(b) Financial administration is unsatisfactory?

Monmouthshire County Council personnel policies and procedures ensure officers are appropriately qualified for the roles undertaken.

Internal control arrangements ensure there is division of duties amongst officers.

Periodic audits review the internal control arrangements.

(c) Financial losses arise due to speculative investment?

The investment policy prescribes a risk minimisation approach which can limit the investment of funds to institutions meeting specified criteria.

(d) Financial losses arise from fraud or error?

The internal control arrangements are based upon segregation of duties.

Periodic audits review the internal control arrangements.

4. Insurance provides a means to recover from specified losses. Compliance Risk

(a) Failure to comply with legislation / regulations?

The activities of the Fund are specified within the Scheme made by the County Council of Monmouthshire.

The nature and format of financial reporting is specified by the Charity Commission and an external audit of the accounts is mandatory.

A number of senior Council staff support and advise the Cabinet on legal and financial matters.

Ensure that the Welsh Church Fund is administered in line with section 3(8) of the Charities Act 1993.



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Joy Robson Phone no: 01633 644270 E-mail: joyrobson@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To assess the 2017-18 Budget, Investment & Risk Management Strategies of the Welsh Church Fund and Mon Farm Education Trust
Name of Service Finance	Date Future Generations Evaluation form completed 08 th February 2017

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Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.




Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Grants are awarded to help with infrastructure projects on cultural and community assets that help sustain jobs in the community for skilled tradesmen and stimulate educational well being	No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Environmental schemes can benefit from funding awards to assist in drainage, water course management and flood alleviation works	No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales</p> <p>People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Grants assist in providing facilities for groups / individuals that help residents participate in sporting / recreational clubs that have a positive mental impact both physically and in the environment that the clubs operate within.</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A Wales of cohesive communities</p> <p>Communities are attractive, viable, safe and well connected</p>	<p>Community groups and individuals can apply for funding for projects that enhance their local community facilities and environment</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A globally responsible Wales</p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Restrictions are imposed in regard to the nature and purpose that grants can be made to ensure that funding enhances or doesn't have any negative impact upon activities carried out in Monmouthshire that affect the global environment</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>
<p>A Wales of vibrant culture and thriving Welsh language</p> <p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Assists applicant organisations / individuals to promote recreational participation and organization of sports clubs and associations. Applicants can use the funds provided to enhance the heritage and culture of Monmouthshire through community projects and groups</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A more equal Wales</p> <p>People can fulfil their potential no matter what their background or circumstances</p>	<p>Grants are generally only given to organisations / individuals can prove a basis of need due to their own personal circumstances or collective need for improvement to cultural or environmental infrastructure or help further community participation</p>	<p>No negative impacts as grants given to assist in providing positive impacts on actions / schemes / training in regard to applicants needs</p>

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
<p>Page 146</p>  <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Schemes of a capital nature tend to draw more substantial awards which will ensure longevity of assets and project outcomes. The application process also ensures that those applicants that demonstrate a need for short term financing also have due consideration when funding is allocated</p>	<p>The trusts award allocation principles are reviewed and if required amended annually to ensure funding is matched to those that require support.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Trusts assist applicants in achieving their objectives by providing part or full funding for implementation of their project goals.</p>	<p>Not Applicable to the Trusts</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Involvement views</p> <p>Involving those with an interest and seeking their views</p>	<p>The Committee seek to ensure that those directly involved with the applicants and decision makers are informed of all the necessary information to make informed beneficial decisions</p>	<p>The Trust report is distributed to interested parties for consultation and amendment before final confirmation at Cabinet</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Funding is provided for preventative as well as remedial schemes in regard to infrastructure and community assets and supporting community groups with social and cultural activities</p>	<p>The trusts have developed investment strategy policies in order to facilitate greater income returns in order to distribute to qualifying applicants</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Positive impacts are made on all successful applicants to the Trusts as funding is provided for economic, cultural, environmental and educational needs as demonstrated by the applicants on their application forms</p>	<p>The trusts award allocation principles are reviewed and if required amended annually to ensure funding is matched to those that require support.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Positive impact as most community groups who apply support the elderly. Also, educational grants awarded to young people applying to the Trusts	None identified	
Disability	Positive impact as grants awarded to groups and individuals that either support the disabled or have a disability	None identified	
Gender Reassignment		No restrictions on applicants	
Marriage or civil Partnership		No restrictions on applicants	
Race		No restrictions on applicants	
Religion or Belief	Positive impact as Religious organisations are supported	None identified	
Sex		No restrictions on applicants	
Sexual Orientation		No restrictions on applicants	
Welsh Language		No restrictions on applicants	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Grants are awarded to organisations that assist children in need either through their health or social deprivation. Awards are also made to community children's groups that assist in their integration in social patterns	No negative impact	
Corporate Parenting	Not applicable to the Trust		

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

The Arlingclose Ltd Monmouthshire County Council Investment Strategy Review 2016; The Arlingclose Ltd Monmouthshire Mon Farm Education Investment Strategy Review 2016; The ONS Survey 2010 and The Welsh Church Act Fund Audited Accounts 2015-16.

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

The proposals that support the distribution of charitable grants from the trusts are positive in that they support individuals, community and environmental groups in their pursuit of enhancing the culture, environment and personal wellbeing of people covered by their demographic remits. The application of the Investment and Risk Strategies are designed to provide the maximum amount of investment returns to provide funds to support those applicants to the fund without substantially diminishing the Capital value of the Trust Funds.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
None			

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The application of the Trust fund policies are reported in the financial statements of those trusts at each financial year-end.
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Arlingclose Economic & Interest Rate Forecast November 2016

Underlying assumptions:

- The medium term outlook for the UK economy is dominated by the negotiations to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.
- The global environment is also riddled with uncertainty, with repercussions for financial market volatility and long-term interest rates. Donald Trump's victory in the US general election and Brexit are symptomatic of the popular disaffection with globalisation trends. The potential rise in protectionism could dampen global growth prospects and therefore inflation. Financial market volatility will remain the norm for some time.
- However, following significant global fiscal and monetary stimulus, the short term outlook for the global economy is somewhat brighter than earlier in the year. US fiscal stimulus is also a possibility following Trump's victory.
- Recent data present a more positive picture for the post-Referendum UK economy than predicted due to continued strong household spending.
- Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment.
- The currency-led rise in CPI inflation (currently 1.0% year/year) will continue, breaching the target in 2017, which will act to slow real growth in household spending due to a sharp decline in real wage growth.
- The depreciation in sterling will, however, assist the economy to rebalance away from spending. The negative contribution from net trade to GDP growth is likely to diminish, largely due to weaker domestic demand. Export volumes will increase marginally.
- Given the pressure on household spending and business investment, the rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes to the negative effects of Brexit on economic activity and, ultimately, inflation.
- Bank of England policymakers have, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further monetary loosening looks less likely.

Forecast:

- Globally, the outlook is uncertain and risks remain weighted to the downside. The UK domestic outlook is uncertain, but likely to be weaker in the short term than previously expected.
- The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 25% possibility of a drop to close to zero, with a very small chance of a reduction below zero.
- Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50.

WELSH CHURCH FUND PRINCIPLES, POLICY CONSIDERATIONS AND GRANT ALLOCATION CRITERIA – 2017-18 FUNDING YEAR

Basic Principles of the Welsh Church Fund Trust

The basic principle is that the charity needs to be independent of the local authority. This means that decisions about the administration of the charity need to be taken solely in the interests of the charity to further its charitable purposes, and for no other purpose.

There are also a number of duties the trustee must consider when making this type of decision. If these duties are met, then the trustee can be confident that the decision about how to apply the charity's income is reasonable and defensible. Therefore, again, the trustee must act only in the charity's best interest and meet the duties to:

1. Act within the powers conferred upon them and the established rules and procedures for dealing with issues of the kind under consideration.
2. Adequately inform themselves in order to make the decision in question, where necessary making further enquiries and where appropriate considering legal or other professional advice.
3. Consider any factors which they should take into account.
4. Not take into consideration any factors which are not relevant.
5. Act in good faith (and this includes managing conflicts of interest).
6. Make a decision within the range of decisions which a reasonable body of trustees could have made.

The decision and the reasoning must also be clearly recorded in the charity's minutes.

Policy Considerations for Charity Trustee

1. Make sure the trustee is clear about the objects of the charity as set out in its governing document as these dictate how any such asset may be used, in accordance with charity law.
2. Make sure that the Welsh Church Fund's assets, for which the council is the trustee, are managed independently in accordance with their charitable purpose and any restrictions in the governing document.

3. Recognise that the charity trustees have a duty to be prudent and to act solely in the best interests of the charity.
4. Ensure that there are in place clear procedural guidelines for the officers and Councillors about their roles, responsibilities and decision making in the administration of the charitable fund.
5. Ensure we have a clear process for identifying and managing any conflicts of interest that arise where the local authority is the trustee of a charity.

Allocation Criteria for the Welsh Church Fund Working Group

Groups and individuals that benefit from grant allocations

Churches and Religious Groups tend to be given higher awards as it is the Welsh Church Fund.

Church Parish's

Community Groups and Charities

Sports and Recreation Clubs

Environmental Groups

Individuals that have an identified and proven need of financial assistance

Other deemed charitable causes by the Working Group Committee

Allocation Policy and Principles

Awards are only given on the existence of a proven financial need as identified by a sponsoring Councillor in the first instance and the Welsh Church Fund Working Group Committee in the main instance.

Existing policy of no allocations to Community or Town Councils

Existing policy of no allocations to Private Business's

or other Public Bodies

Policy of not supporting day to day running expenses except in exceptional circumstances as clubs / organisations should be self supporting and not rely on WCF money for their continued existence.

Existing policy of only Churches are allowed to re-apply every year to be maintained, though, these applications will only be considered for applications of a different and distinct purpose.

Existing policy of restricted or no allocations for day trips or trips that will not benefit the County by an individual's subsequent personal actions

The trust currently has a policy of dropping an application if deferred for further information at the first meeting, if then subsequently that information is not received by the next meeting date. This policy will continue. Emphasis on sponsoring Councillor to ensure sufficient evidence is presented along with application.

Any assistance to schools or educational establishments that come under the general umbrella of MCC will ONLY be assessed in light of the merit and purpose of the application and in consideration and conjunction with any future Children and Young People's policy in relation to School Welfare and Support groups

Confirm the Policy that the trust will only pay future awards by BACS payments in line with current MCC payment guidelines and to save the Trust from excessive and unnecessary administrative charges.

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Confirm the Policy that the Councillor signing the application ensures that the application qualifies for funding under the Charitable Purposes of the Trust as posted on the MCC website.

Confirm the Policy that when a Councillor signs an application to the Welsh Church Fund that they are fully aware of the purpose to the application and ensure that they have seen any supporting evidence or documentation required to support the application (i.e. Accounts, Bank Statements, letters of representation etc) and ensure that it is submitted with the application in order that the Working Group Committee can make an informed and timely decision at the first meeting.

Confirm the Principle of restricted awards or no grant allocations to organisations that receive direct financial support from MCC or any other Local Authority for Administrative expenses.

Support the principle that applicants should show effort and willing in raising funds themselves as well as expecting grant aid from the Welsh Church Fund.

Principle that there is a defined financial pot that has to be shared equally between deserving applicants and throughout the financial year. Any remaining funds at the financial year end will be carried forward to the next financial year.

Continuation of the policy that the budget for the next financial year is recommended by the Section 151 Officer of Monmouthshire County Council as they are in the best possible position to assess future financial performance and financial assets available for distribution in light of the Charity's policy to maintain the level of investments at a level that provides sufficient annual income to fund the Charity's charitable expenditure.

For the financial year 2017/18 that there is no maximum grant award imposed on all non individual applications and that a maximum award of £500 is imposed upon applicants by individual applicants. This limit will be reviewed annually once a decision has been made on the grant distribution for the next financial year by the Trustee.

The Working Group Committee has the right to set a Policy / Principle that is binding at any Committee meeting in the future if it is regarded to be in the best interest of the Trust even if a precedent may have been set by a past decision.

The Working Group Committee will set out the Principles and Policies for each financial year at the last meeting of the previous financial year.

NO appeal procedure will be allowed against grant application decisions made by the Working Group Committee. If a sponsoring Councillor would like to resubmit an application for review on a decision that has been made by the Working Group Committee, then new material evidence that was not available at the previous meeting must be presented.

A conflicts of interest procedure has been ratified. Councillor's that are associated with any application are asked too:

- a) declare their interest,
- b) may remain in the room and remain silent
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- d) be part of any application re-consideration process only at the request of the chair for clarification purposes

The Working Group Committee has the overall right to dismiss any application they feel is inappropriate for funding even though it may qualify under the Charitable Purposes to which the fund maybe applied, as they feel it would not be in the best interests of the Charity.

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SUBJECT:	WELSH CHURCH FUND WORKING GROUP
MEETING:	Cabinet
DATE:	1st March 2017
DIVISIONS/WARD AFFECTED:	All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 4 of the 2016/17 financial year held on the 19th January 2016.

2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded as per the schedule of applications.

SCHEDULE OF APPLICATIONS CONSIDERED 2016/17 – MEETING 4.

- (1) Monmouthshire Citizens Advice Bureau requested £4,000 to assist in the purchase of an IT server for a seamless County wide communication service for the four Citizen Advice Bureaus

Recommendation – £1,000 awarded to facilitate the acquisition of an asset that will be of benefit to the community in general through the provision of better client service.

- (2) Abergavenny Eisteddfod requested £500 to assist in erection of a permanent commemorative legacy plinth in Abergavenny to celebrate the Eisteddfod in 2016

Recommendation - £500 awarded to assist in the creation of a permanent legacy to the Eisteddfod staged in Abergavenny in 2016.

- (3) Monmouth Methodist Church requested £4,000 to assist in the restoration of a derelict churchyard building which will include the provision of Kitchen and Toilet facilities as well as a Multi-media centre for local information and a Community history activity programme

Recommendation - £2,000 was awarded to assist in the restoration and provision of a valuable community asset and the educational enrichment of visitors to the centre

2.3 KEY ISSUES

The nature of the request in each case is set out in the attached schedule.

3. REASONS

A meeting took place on Thursday, 1st December 2016 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule and to confirm administrative procedures for the financial year 2016/17.

County Councillors in attendance:

County Councillor D.L. Edwards (Chairman)
County Councillor B. Strong (Vice Chairman)
County Councillor A. Webb

OFFICERS IN ATTENDANCE:

D. Jarrett Central Finance Officer
W. Barnard Senior Democracy Officer

3.1 DECLARATIONS OF INTEREST

It was agreed that declarations of interest would be made under the relevant item if appropriate.

3.2 APOLOGIES FOR ABSENCE

County Councillor D. Evans

3.3 CONFIRMATION OF REPORT OF PREVIOUS MEETING

The minutes of the meeting of the Welsh Church Fund Working Group held on Thursday 16th June 2016 were confirmed as an accurate record and signed by the Chairman.

4. RESOURCE IMPLICATIONS

A total of £2,500 was allocated at meeting 3 of the Welsh Church Fund Committee. The remaining budget of £23,951 is available for distribution in the 2016/17 financial year.

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

6. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance
Central Management Accountant

7. BACKGROUND PAPERS:

8. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

9. CONTACT DETAILS

Tel. 01633 644657

e-mail: daveJarrett@monmouthshire.gov.uk

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WELSH CHURCH FUND - APPLICATIONS 2016/17

APPENDIX 2

MEETING 4: 19th January 2017

<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF REQUEST</u>	<u>APPROX COST</u>	<u>DATE Received</u>	<u>D of I*</u>	<u>Comments</u>
NEW APPLICATIONS AWAITING DECISION			£	£		£			
1 Monmouthshire County Citizens Advice Bureau	Caerwent	P Murphy	£4,000	£1,000	Assist in the purchase of an IT server for a seamless County wide communication service for the four Citizen Advice Bureaus	5,235.60	13/12/16	No	This facility will enable the stabilisation of the CAB IT facilities and ensure storage of confidential information.
2 Abergavenny Eisteddfod	Grofield	D Edwards	£500	£500	Funding required to assist in the provision of a legacy plinth commemorating the 2016 National Eisteddfod in Abergavenny	£12,500	28/12/16	Yes	The provision of a commemorative plinth will be in line with the tradition started by Welsh Societies in 1913
3									
Late Application									
4 Monmouth Methodist Church	Overmonnow	S.White	£3,000	£2,000	Funding required to assist in refurbishing the Kitchen and 'Upper Room' for regular breakfast and lunch clubs and an after school club for Monmouth Comprehensive pupils	£15,587	17/01/17	no	The lunch club caters for approx 20 senior citizens and the charity breakfast club is aimed at a wider section of the community and will be able too cater up to 50 when refurbishment complete so enabling a more inclusive and diverse community. After school numbers will be about 20
Deferred Applications									
SUB TOTAL Meeting 4			£7,500	£3,500	SPECIFIC COMMENTS:				
Meeting 1 Award				6,718					
Meeting 2 Award				4,740					
Meeting 3 Award				2,500					
Meeting 4 Award				3,500					
Meeting 5 Award				0					
TOTAL AWARDED FOR 2016/17 TO DATE				17,458					
BUDGET 2016/17				31,400					
BALANCE B/F TO 2016/17				£6,509					
Monmouthshire's Allocation for 2016/17				£37,909					
REMAINING BALANCE			£20,451						

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<p>Name of the Officer D Jarrett Phone no: 4657 E-mail: davejarrett@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 19th January 2017.</p>
<p>Name of Service Finance</p>	<p>Date Future Generations Evaluation 19th January 2017</p>


Page 1 of 1





1 Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive in relation to developing the skills and proficiencies of applicants</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>No impact</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in that people's mental health and physical health is enhanced by a collective activity / process.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the community	
A more equal Wales People can fulfill their potential no matter what their background or circumstances	No impact	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p>Involvement Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	No impact	None	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

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

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

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

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	March 2017	Welsh Church Fund	On target

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The Payment of grants awarded to the successful applicants
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