monmouthshire
sir fynwy

Dear Councillor

CABINET

You are requested to attend a **Special Cabinet** meeting to be held at **The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA on Tuesday, 17th June 2014,** at **1.00 p.m.**

AGENDA

1.   Apologies for Absence

2.   Declarations of Interest

3.   Consideration of reports from Select Committees (copy attached):

    (i)   **STRONG COMMUNITIES SELECT CALL-IN 30th APRIL 2014 – SALE OF LAND AT MYNYDDBACH TO MHA**

4.   To consider the following reports (copies attached):

    (i)   **RESTORATIVE APPROACHES IN MONMOUTHSHIRE**
        Division/Wards Affected: All of County
        Purpose: The purpose of this paper is to seek Cabinet's agreement to support a Monmouthshire wide development of the 'Making Connections' Restorative Approaches project currently modelled in Monmouth Comprehensive School.
        Author: Will McLean, Head of Policy and Partnerships
        Contact Details: willmclean@monmouthshire.gov.uk

    (ii)   **STRATEGIC PROGRAMME MANAGEMENT**
        Division/Wards Affected: None
        Purpose: To introduce a revised strategic programme management structure.
        Author: Sian Hayward
        Contact Details: sianhayward@monmouthshire.gov.uk

(iii)   **LOCAL GOVERNMENT PENSION SCHEME 2014 DISCRETIONS POLICY**
          Division/Wards Affected: All
          Purpose: To inform Cabinet of changes following implementation of the Local Government Pension Scheme (LGPS) 2014.
          Authors: David Bartlett and Sue Caswell – People Services Team
          Contact Details: davidbartlett@monmouthshire.gov.uk / suecaswell@monmouthshire.gov.uk

(iv)   **ICOUNTY AND DIGITAL ROADMAP**
          Division/Wards Affected: All
          Purpose: To set out Monmouthshire's ambitions for digital advancement, enterprise and inclusion via the new iCounty Strategy and accompanying Digital Roadmap.
          Author: Kellie Beirne, Chief Officer Enterprise / Peter Davies, Head of Commercial and People Development
          Contact Details: kelliebeirne@monmouthshire.gov.uk / peterdavies@monmouthshire.gov.uk

(v)   To consider whether to exclude the press and public from the meeting during consideration of the following item of business in accordance with Section 100A of the Local Government Act 1972, as amended, on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 12 of Part 4 of Schedule 12A to the Act.

(vi)   **STAFFING MATTER – MONMOUTHSHIRE ENTERPRISE**
          Division/Wards Affected: All
          Author: Peter Davies, Head of Commercial and People Development
   Contact Details: peterdavies@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS 2014

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.	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.	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.	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. Howard	**Environment, Public Services & Housing** Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.	SEWTA SEWSPG	Llanelly Hill
G. Burrows	**Social Care & 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.	Prosiect Gwyrdd 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
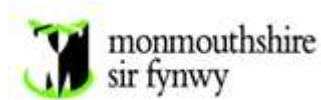
Connecting with people

Our outcomes

The Council has agreed five whole population outcomes. These are *People in Monmouthshire will*:

- Live safely and are protected from harm
- Live healthy and fulfilled lives
- Benefit from education, training and skills development
- Benefit from an economy which is prosperous and supports enterprise and sustainable growth
- Benefit from an environment that is diverse, vibrant and sustainable

Our priorities

- Schools
- Protection of vulnerable people
- Supporting enterprise, job creation and entrepreneurship

Valkues

* **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.

**Minutes of the Special Meeting of the Strong Communities Select
Committee held at County Hall, Usk on
Wednesday 30th April 2014 at 10.00 a.m.**

PRESENT: County Councillor S.G.M. Howarth (Chairman)

County Councillors: A. Easson, M. Hickman, M. Powell, V.E.
Smith and S. White

County Councillors D. Blakebrough, G.L. Down, R.J.C. Hayward
and S. Jones attended the meeting by invitation of the
Chairman.

OFFICERS IN ATTENDANCE:

Mrs. K. Beirne	- Chief Officer, Enterprise
Mr. R. Hoggins	- Head of Operations
Ms. D. Hill-Howells	- Head of Community Delivery
Mrs. S Wiggam	- Senior Strategy & Policy Officer
Miss H. Ilett	- Scrutiny Manager
Mr. R. Williams	- Democratic Services Officer

APOLOGIES FOR ABSENCE

1. Apologies for absence were received from County Councillors R.M Edwards,
    D.W.H. Jones, P. Murphy, A.E. Webb and A.M. Wintle.

DECLARATIONS OF INTEREST

2. Declarations of Interest are recorded under the relevant minute.

**CALL-IN OF CABINET DECISION REGARDING THE SALE OF LAND AT
MYNYDDBACH TO MONMOUTHSHIRE HOUSING ASSOCIATION**

3. County Councillor V.E. Smith declared a personal, non-prejudicial interest
    under the Members' Code of Conduct as she is a member of Monmouthshire
    Housing Association.

    County Councillor S. White declared a personal, non-prejudicial interest under
    the Members' Code of Conduct as she is a member of Monmouthshire Housing
    Association and also the chair of the Monmouthshire Housing
    Association Project Board.

    The Chairman advised that the Strong Communities Select Committee
    meeting had been arranged in order to consider a call in request in respect of
    the decision taken by Cabinet on 2nd April 2014 regarding the sale of land at
    Mynyddbach to Monmouthshire Housing Association (M.H.A).

Minutes of the Special Meeting of the Strong Communities Select Committee held at County Hall, Usk on Wednesday 30th April 2014 at 10.00 a.m.

We received a call in request in respect of the decision taken by Cabinet on 2nd April 2014 regarding the sale of land at Mynyddbach to Monmouthshire Housing Association, as follows:

- To agree to the sale of land at Mynyddbach to Monmouthshire Housing Association at less than best consideration, using the powers provided via the General Disposal Consent Order (Wales) 2003.

The reasons for the call in were noted, as follows:

- The sale at less than best consideration fails to provide proper value for money and represents and unjustified subsidy to M.H.A.

The Chairman invited the members who had called in the Cabinet decision to make comments and ask questions in respect of the decision and the following points were noted:

- Members who had called in the Cabinet decision were in favour of affordable housing being located within Shirenewton and had accepted the Planning Committee's decision regarding affordable housing on this site. However, the issue related to the method of construction to be applied which was considered to be more expensive than conventional methods.

- The additional costs would be incurred by the County Council, as the Sustainable Futures Commissioner and the Welsh Government would not contribute financially to this endeavour. The Authority should not be subsidising this scheme.

- The scheme would not provide better homes for vulnerable people. It would be an experiment in building techniques.

- A reduction in income would be received for the 21st Century Schools Programme.

- The scheme does not support local business enterprise.

- Best value would not be achieved for Monmouthshire's taxpayers.

- The sale of the land should be subject to competition via the open market and to obtain the maximum value of this asset.

The Chairman invited officers to address the Select Committee and the Members who had called in the Cabinet decision to outline the reasons for agreeing to the sale of the land at less than best consideration. Members were informed of the following:

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Minutes of the Special Meeting of the Strong Communities Select Committee held at County Hall, Usk on Wednesday 30th April 2014 at 10.00 a.m.

- The project was not dependent on acquiring this land.

- The Affordable Housing Task and Finish Group had recommended that the project be undertaken on this land.

- Any additional cost would be met by Monmouthshire Housing Association.

- The General Disposal Consent Order (Wales) 2003 enables the Authority to facilitate the scheme that could not be delivered via the private sector.

- The implementation of the scheme would demonstrate added value.

- Of the three housing associations that the Authority works with, Monmouthshire Housing Association was selected to provide affordable housing for this scheme.

- The site is an exceptional site that lies outside of the Local Development Plan.

- The scheme will be funded via the Social Housing Grant.

- The site will be sold at less than best value to accommodate the pilot scheme. Additional funds will be available via Welsh Government to support the scheme.

- Concern was expressed that the Cabinet Member was not present. However, it was noted that the Cabinet Member had had a prior engagement and was unable to attend.

The Chairman informed Select Committee Members that in terms of the call in procedure, three options were available:

1. Accept the Cabinet's Decision.
2. Refer the matter back to Cabinet for re-consideration (with reasons).
3. Refer the matter to Council for consideration.

It was therefore proposed by County Councillor S. White and seconded by County Councillor M. Hickman to refer the matter back to Cabinet for re-consideration as the reasons within the Cabinet Log did not adequately explain why the land was to be sold at less than best value.

Upon being put to the vote the following votes were recorded:

For the proposal   -   3

Against the proposal   -   0

Abstentions   -   3

The proposition was carried.

We resolved to refer the matter back to Cabinet for re-consideration as the reasons within the Cabinet Log did not adequately explain why the land was to be sold at less than best value.

CHARGES FOR STREET NAMING AND NUMBERING

4.   We received the draft Street Naming and Numbering Policy.

Members were reminded that the policy had been received at the previous Strong Communities Select Committee. Since that meeting the policy had been updated. Monmouthshire's charges were now the same as Newport City Council.

Monmouthshire's charges compared with other local authorities and were close to the Welsh average. However, the charges were slightly below the average for local authorities in England.

We resolved to receive the report and note its content.

SPEED MANAGEMENT FOLLOWING RECEIPT OF A PETITION FOR A 50MPH SPEED LIMIT ON THE B4598 AND R64

5.   We received a report by the Traffic and Network Manager on speed management following receipt of a petition for a 50mph speed limit on the B4598 and R64.

Members were informed that in light of the petition calling for a 50mph speed limit along the B4598 and R64 to Council in December 2013 and the wider issues of community concerns about speed limits and the potential implications of such changes, the development of a Speed Management Policy for Monmouthshire was being considered.

The local Member for Llanover and representatives of the public were in attendance and the Chairman invited them to address the Select Committee in respect of the petition for a 50mph speed limit along the B4598 and R64.

The following information was noted:

- The Police Commissioner and the Bryn y Cwm Area Committee support the need for a 50 mph speed limit on the B4598 and R64.

- The current speed limit on the B4598 and R64 has created a detrimental effect on the local community and local tourism.

**Minutes of the Special Meeting of the Strong Communities Select
Committee held at County Hall, Usk on
Wednesday 30th April 2014 at 10.00 a.m.**

- For many years, Llanover Community Council has expressed concern regarding the number of road accidents that have occurred on these routes, many of which had not been reported to the police.

- The Bryn y Cwm Road Safety Sub Committee had been established in which the highways issues in respect of the B4598 had been discussed. Subsequently, the Bryn y Cwm Area Committee had voted unanimously to support the petition by the Local Member for Llanover to reduce the speed limit to 50mph on the B4598 and R64.

- Traffic speeds on the B4598 and R64 have increased in the last 10 years. Summer activities at Llanfair Kildeddin Community Hall have had to be curtailed on safety grounds. Improved road safety was required at this location.

- Speeding motorcycles, particularly during the summer months, were creating noise levels that were detrimental to the surrounding community affecting the quality of life of local people.

- Farming, local businesses and tourism in the area were being affected making it difficult to sell rural Monmouthshire to the wider public.

- The speeding vehicles and noise generated were creating a detrimental effect on trade for a local public house.

- It has taken 12 years to obtain a 40mph speed limit outside Llanfair Kilgeddin Primary School.

- The local community were asking the Select Committee to support the petition for a reduction in the speed limit to 50mph on the B4598 and R64 as a matter of public safety.

Having received the report and the views expressed by the local Member and residents of the community, the following points were noted:

- Select Committee Members expressed their support for a reduction in the speed limit to 50 mph on the B4598 and R64. It was considered that the speed limit on sections of these routes could be reduced even further to 40mph, with a temporary 20mph speed limit outside Llanfair Kilgeddin Primary School. The local Member stated that the petition

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referred to a reduction in the speed limit to 50mph. However, for built up areas, the request would be for a speed limit of 40mph.

- The police would need to be able to enforce any reduction in the speed limit on these routes.

- The Traffic and Network Manager stated that the Capita report had resulted in the implementation of advisory signs on bends, extended to cover the Abergavenny area. 'Slow Down' signs had been installed in Llanfair Kilgeddin.   There was a need for a consistent countywide speed limit policy. This could be investigated via a working Group.

It was proposed and seconded that in addition to the recommendation outlined in the report to establish a Member Working Group, which would be led by relevant officers and the Cabinet Member, the Select Committee would also support a reduction in the speed limit to 50mph on the B4598 and R64 with a request being made to the Cabinet Member to consider implementing a single member decision, as soon as possible, following the appropriate consultation period.

We resolved to:

(i)   establish a Member Working Group, which would be led by relevant officers and the Cabinet Member, regarding the development of a Speed Management Policy for Monmouthshire. Such a policy would need to seek to achieve an appropriate balance between the concerns of the local communities with the practicalities of delivering changes to existing speed limits taking into account national legislation and policy. The Group could also consider how officers currently assess speed limits and consider whether a specific Monmouthshire County Council policy would help to ensure that a more appropriate approach is adopted or whether there are no benefits from moving away from the current method of assessment and practice;

(ii)   support a reduction in the speed limit to 50mph on the B4598 and R64 with a request being made to the Cabinet Member to consider implementing a single member decision, as soon as possible, following the appropriate consultation period.

The meeting terminated at 12.30 p.m.

CABINET
DECISION RECORDING LOG

DECISION DETERMINED ON: 2nd **APRIL 2014**

DECISION WILL COME INTO EFFECT ON: 11th **APRIL 2014**
(Subject to "Call-in" by appropriate Select Committee)

SUBJECT: **SALE OF LAND AT MYNYDDBACH TO MHA**

DIVISION//WARD AFFECTED: SHIRENEWTON

PURPOSE:
To seek approval for the sale of approximately 0.12 hectares of Council owned land at Mynyd bach at less than best consideration to enable the provision of affordable housing.

DECISION:

To agree to the sale of land at Mynyddbach to Monmouthshire Housing at less than best consideration, using the powers provided via the General Disposal Consent Order (Wales)2003.

REASONS:

1. There are currently 3479 households on Monmouthshire's Housing Register. In 2012/13 63 affordable homes were provided and this year's total currently stands at 23.
2. Peter, Davies, Sustainable Futures Commissioner for Wales has been looking for an RSL to undertake a pilot project using a Welsh timber frame construction and has been talking to Rural Housing Enablers around Wales to identify a suitable site. The Senior Strategy & Policy Officer in Housing and Regeneration put forward the Mynyddbach site and this has been supported by WAG.
3. The sale of this land will enable the provision of a small number of sympathetically designed affordable homes in a rural area of Monmouthshire.

RESOURCE IMPLICATIONS:

The loss of a part capital receipt in the region of 20k to support affordable housing instead of achieving a full receipt which would then be invested in 21st century schools.

CONSULTEES:

All Cabinet Members
Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer
Cllr Down

CABINET MEMBERS PRESENT:

County Councillors G.C. Burrows, P.A. Fox, R.J.W. Greenland, E.J. Hacket Pain, P. Hobson, G. Howard, P. Murphy and S.B. Jones

OTHER ELECTED MEMBERS PRESENT:

County Councillors D. Evans, R. Harris, M. Powell, J. Prosser, F. Taylor, P. Watts and K. Williams.

INTEREST DECLARED:

None

AUTHOR:
Debra Hill-Howells Estates & Sustainability Manager
Shirley Wiggam Senior Strategy & Policy Officer

CONTACT DETAILS:
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E-mail: debrahill-howells@monmouthshire.gov.uk
Tel: 01633 644474
E-mail: shirleywiggam@monmouthshire.gov.uk

SUBJECT:　　　**SALE OF LAND AT MYNYDDBACH TO MHA**
DIRECTORATE:　　**Regeneration & Culture**
MEETING:　　　**Cabinet**
DATE:　　　　**2nd April 2014**
DIVISION/WARDS AFFECTED: Shirenewton

1. 　 **PURPOSE:**

To seek approval for the sale of approximately 0.12 hectares of Council owned land at Mynyd bach at less than best consideration to enable the provision of affordable housing.

2. 　 **RECOMMENDATIONS:**

To agree to the sale of land at Mynyddbach to Monmouthshire Housing at less than best consideration, using the powers provided via the General Disposal Consent Order (Wales)2003.

3. 　 **KEY ISSUES:**

3.1　Cabinet have previously agreed to the sale of the land at Mynyddbach for affordable housing, however due to an application by the Community Council to register the site as a village green, the proposed disposal was put in abeyance pending the outcome of the village green process.

3..2　The Village Green application was later refused and we are now in a position to commence the sale of the site to Monmouthshire Housing for the construction of 2 affordable housing units which have already received planning consent.

3.3　In the report 'A Place to Call Home' prepared by the Affordable housing Task and Finish Group they concluded that there was little evidence to suggest that Council land sales were making a significant contribution to supplying the number of affordable homes

required. One of their recommendations (R2) was that 'the Council re-examines its approach to land value incorporating a fresh look at value. This would provide more flexibility to RSL's and others to provide new forms of housing'.

3.4   It is therefore proposed that in the case of Mynyddbach, the site is transferred at 50% of the affordable market value to demonstrate the Council's commitment to affordable housing and recognising the beneficial impact that the provision of 2 affordable housing units will have in the locality. There are 175 households on Monmouthshire's Housing Register who specified Shirenewton on their application and 53 of those have a local connection to Shirenewton.

4.   REASONS:

4.1   There are currently 3479 households on Monmouthshire's Housing Register. In 2012/13 63 affordable homes were provided and this year's total currently stands at 23.

4.2   Peter, Davies, Sustainable Futures Commissioner for Wales has been looking for an RSL to undertake a pilot project using a Welsh timber frame construction and has been talking to Rural Housing Enablers around Wales to identify a suitable site. The Senior Strategy & Policy Officer in Housing and Regeneration put forward the Mynyddbach site and this has been supported by WAG.

4.3   The sale of this land will enable the provision of a small number of sympathetically designed affordable homes in a rural area of Monmouthshire.

5.   RESOURCE IMPLICATIONS:

The loss of a part capital receipt in the region of 20k to support affordable housing instead of achieving a full receipt which would then be invested in 21st century schools.

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:
Sale of this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

7.   CONSULTEES:

All Cabinet Members

Leadership Team
Head of Finance
Head of Legal Services
Monitoring Officer
Cllr Down

Results of Consultation

Councillor Down has objected to the sale of the land at less than market value.

8. **BACKGROUND PAPERS:** None

9. **AUTHOR:**

Debra Hill-Howells   Estates & Sustainability Manager

Shirley Wiggam   Senior Strategy & Policy Officer

10. **CONTACT DETAILS:**

Tel: 01633 644281
E-mail: debrahill-howells@monmouthshire.gov.uk

Tel: 01633 644474
E-mail: shirleywiggam@monmouthshire.gov.uk

The "Equality Challenge" (Screening document)

Name of the Officer completing "the Equality challenge" Debra Hill-Howells	Please give a **brief description** of the **aims** proposed policy or service reconfiguration The report seeks consent to land to Monmouthshire Housing Association to enable the construction of two affordable housing units in Mynydd bach.
Name of the Division or service area Estates & Sustainability, RCT	**Date** "Challenge" form completed 19.02.14

0Protected characteristic affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
Age		The transfer of the asset will enable the construction of two affordable housing units.	
Disability		The transfer of the asset will enable the construction of two affordable housing units.	
Marriage + Civil Partnership		The transfer of the asset will enable the construction of two affordable housing units.	
Pregnancy and maternity		The transfer of the asset will enable the construction of two affordable housing units.	
Race		The transfer of the asset will enable the construction of two affordable	

		housing units.	
Religion or Belief		The transfer of the asset will enable the construction of two affordable housing units.	
Sex (was Gender)		The transfer of the asset will enable the construction of two affordable housing units.	
Sexual Orientation		The transfer of the asset will enable the construction of two affordable housing units.	
Transgender		The transfer of the asset will enable the construction of two affordable housing units.	
Welsh Language		The transfer of the asset will enable the construction of two affordable housing units.	

What are the potential negative Impacts.	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments or engagement with affected parties).
➢	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

The proposed transfer of this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   **Designation**   **Dated**

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Proposed transfer of land at Mynydd bach for the provision of two affordable housing units	R&C	Estates & Sustainability
Policy author / service lead	**Name of assessor**	**Date of assessment:**
Debra Hill-Howells	Debra Hill-Howells	19.02.14

1. Have you completed the Equality Challenge form?   **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

The proposed transfer of this land will allow local people to live in the community where they were born and brought up or to return to the community when they have been forced to move out due to lack of local affordable accommodation.

3. From your findings from the "Equality Challenge" form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way?   Please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

6. As a result did you take any actions to mitigate your proposal? Please give details below.

>

7. Final stage – What was decided?

- **No change made to proposal/s – please give details**

>

- **Slight changes made to proposal/s – please give details**

>

- **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

>

Signed……………………………………………**Designation**…………………………………………………**Dated**………………………….

Appendix A ## The "Sustainability Challenge"

Name of the Officer completing "the Sustainability challenge" Debra Hill-Howells	Please give a **brief description** of the **aims** proposed policy or service reconfiguration To transfer a plot of land to Monmouthshire Housing to enable the development of two affordable housing units.
Name of the Division or service area Estates & Sustainability	**Date** "Challenge" form completed 19.02.14

Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE			
Ensure that more people have access to healthy food		The transfer of this land will have a neutral impact.	
Improve housing quality and provision			The transfer of this land will enable the provision of two affordable housing units.
Reduce ill health and improve healthcare provision		The transfer of this land will have a neutral impact.	
Promote independence		The transfer of this land will have a neutral impact.	
Encourage community participation/action and voluntary work		The transfer of this land will have a neutral impact.	

Targets socially excluded		The transfer of this land will have a neutral impact.	
Help reduce crime and fear of crime		The transfer of this land will have a neutral impact.	
Improve access to education and training		The transfer of this land will have a neutral impact.	
Have a positive impact on people and places in other countries		The transfer of this land will have a neutral impact.	
PLANET			
Reduce, reuse and recycle waste and water		No impact either way	
Reduce carbon dioxide emissions		No impact either way	
Prevent or reduce pollution of the air, land and water		No impact either way	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact either way	
Protect or enhance visual appearance of environment		No impact either way	
PROFIT			
Protect local shops and services		No impact either way	

		No impact either way	
Link local production with local consumption		No impact either way	
Improve environmental awareness of local businesses		No impact either way	
Increase employment for local people		No impact either way	
Preserve and enhance local identity and culture		No impact either way	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			This site has been identified as a pilot project for Welsh timber framed construction
Increase and improve access to leisure, recreation or cultural facilities		No impact either way	

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➢	➢
➢	➢
➢	➢

➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The scheme has been identified as a pilot project for the development of a welsh timber framed property. The Scheme will enable the development of 2 affordable housing units.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:
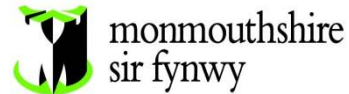
Signed   **Dated**

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

SUBJECT: **Restorative Approaches in Monmouthshire**

MEETING: **Cabinet**
DATE: **17th June 2014**
DIVISION/WARDS AFFECTED: All of county

1.   **PURPOSE:**

The purpose of this paper is to seek Cabinet's agreement to support a Monmouthshire wide development of the 'Making Connections' Restorative Approaches project currently modelled in Monmouth Comprehensive School.

2.   **RECOMMENDATIONS:**

Cabinet agree to support the funding of the Restorative Approaches project in Monmouthshire for the remainder of 2014-15 and 2015-16, funding the costs of £61,000 per annum from the priority investment reserve.

3.   **KEY ISSUES**

The Estyn inspection of Monmouthshire County Council, published in February 2013, identified several areas where urgent attention was needed. The focus to date has been on addressing the recommendations concerning the safeguarding of children, our challenge to schools and the raising of attainment standards in key stage four in particular. This paper is seeking Cabinet's support for the development of a project that has the potential to support broader reform in Monmouthshire schools, particularly in the areas of well-being and inclusion.

The evidence suggests that the Restorative Approach that has been developed in Monmouth Comprehensive School has been successful in addressing several of the key challenges that prevent children achieving their full potential. Furthermore,

it has had a beneficial impact on a wide range of community factors such as youth offending in Monmouth and incidents of anti-social behavior. The following outcomes identify the key impacts of the approach:

- Over the past five years the number of students receiving a fixed-term exclusion has dropped by 84%.
- The number of days lost through exclusion has dropped from 160.5 to 13.5 over the same period.
- The figures on Anti-Social Behavior over the past three years have dropped by 48%, in part attributable to the climate and ethos created by the approach at school.
- Referrals to the Youth Offending Service are at an all-time low and recent figures show only one referral from Monmouth Comprehensive.
- Attendance figures at the school are at its highest level ever, with 95.5% of students attending with a target of 96% for this academic year.
- The school has achieved a significant increase in Level 2 Threshold Attainment and Level 1 Threshold Attainment.
- All students at the school have left with a qualification, the vast majority with five level 2 qualifications or more for the last 3 years..
- Referrals for incidents of relationship breakdown have dropped by 78% over the past four years.
- Staff illness, with a stress related tag, has dropped by 52% over the same period. The cost saving associated with this is equivalent to £77,000 per annum.

The restorative approach developed in Monmouth Comprehensive School has been recognised by a number of different audiences as being excellent practice. In July this year the school will become the first school in Britain to be accredited by the Restorative Justice Council as a Centre of Excellence. The approach is characterised by a fundamental remodeling of the relationships that exist between young people and the organisations and institutions they encounter in their lives.

There is an on-going commitment from the Monmouthshire Restorative Approaches Steering Group members[1] to attend meetings and lead development within their respective areas and develop a congruent and connected model across the County. However, the approach cannot simply be imposed or mandated into other school or maintained settings and this is a key part of the challenge that the adoption of this approach presents. Through previous project funding (from the Welsh Government's Youth Crime Prevention Fund) there have already been significant amounts of training in Restorative

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[1] *The Membership of this group comprises: Andy Williams, Belinda Hopkins, Julia Houlston Clarke, Ian Bakewell, Jason O'Brien, Joanne Bull, Karen Rollings, Shonagh Hay, Simon Burch, Sue Pritchard, Tracey Thomas*

1

Approaches across key areas of the young people support network in Monmouthshire most notably the youth service and the pupil referral unit. This presents the opportunity to create a bridge head into the school environments where restorative approaches can begin to be developed alongside the existing school cultures. In working with the Monmouth cluster's primary schools, the approach is developing from 3-19 ensuring a consistent modeling of the approach, through building relationships in the classroom to repairing the relationship when things go wrong – this method could be replicated elsewhere.

The funding for this project will ensure resources are available for all of Monmouthshire. At the center of this will be the release of Andy Williams from approximately half of his timetable commitments at Monmouth Comprehensive School to lead the development of the approach across Monmouthshire, working from a central location across partners. This 'centralisation' of the project is important because it reinforces this as a Monmouthshire approach as opposed to a single school methodology.

This will lead to the following outputs and outcomes.

<u>Outputs</u>
- Schools across the county will develop a set of core values for their organisations that will inform their development and practice over the next three years including alignment to the United Nations Declaration on Rights of the Child, MCC Priorities and Welsh Government Entitlements.
- The training provided will span across all organisations and agencies that support young people. The range of staff trained will include police, particularly neighbourhood policing teams, teaching staff, senior leadership, primary and secondary schools, Monmouth Youth Service, Monmouth Housing Association, social workers, young carers and PRS so that a congruent and consistent model is developed across the county. The training will provide:
    - o Practice running circle processes to help you build a sense of community amongst young people and amongst staff teams, to develop trust and mutual respect and to enhance confidence and problem solving skills.
    - o Make the links between restorative approaches and the development of the social and emotional literacy and skills of staff and young people alike.
    - o Learn how to transform relationships and the management of groups and classes by addressing conflicts, bullying, challenging, anti-social and criminal behaviours, as well as low level disruption in a restorative, emotionally literate way, so that the needs of all those involved are met and the harm repaired.

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- o Develop restorative responses that can reduce the use of, and the need for, exclusions and other punitive sanctions, whilst still offering closure to all those affected.
  - o Consider how new developments in theories of teaching and learning chime with restorative principles and skills.
  - o The restorative mindset in leadership.
  - o Modelling relational and restorative skills.
  - o Facilitating circle process.
  - o Empathic dialogue.
  - o Restorative enquiry – deep listening.
  - o Facilitating difficult conversations in challenging situations.
- Establishment of a common Relationships Policy across all schools that develops practice in the classroom and develops a restorative mindset to behaviour development and management.
- Review of current practice and systems to establish pastoral/academic support and create competence at the point of delivery for managing behaviour. (Led by Andy Williams and respective Leadership links/working group of staff from each restorative hub).
- Review of School Council structures and effectiveness. Joint training for School Councils across Gwent to conduct action research into wellbeing and the link to learning.
- Review of current curriculum structure to ensure that the curriculum supports a holistic approach to education and all students are known and known well. (LA Chief Ed. Officer, Curriculum Leads from schools). Set up Professional Learning Communities within each Restorative Hub to plan an integrated curriculum for their school and feed into a cross schools sub group to share experiences and developments.
- Re-vitalise monthly Multi-Disciplinary Meeting at each of the Restorative Hubs to support mental health and wellbeing of students who have been through the schools systems and structures and need support from a range of professionals.
- Joint planning with the JAFF/TAF Steering Group.
- Develop support centers for mental health and wellbeing in each hub school.
- Workshops for Town and Village Councils to share the approach and spark an interest in community involvement.
- Establish Community Circles in partnership with Community Police and Schools.
- Continued learning from other models e.g. Hull, Norfolk, Swansea, Cardiff and Lewisham.

Outcomes

Reductions in fixed term exclusions both number of children affected and total number of days lost.
Current baselines for the full academic year 2012/13 are:

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	Days Lost			Pupils		
	Non FSM	FSM	Total	Non FSM	FSM	Total
Primary	18.5	32	50.5	7	11	18
Secondary	315.5	165.5	481	82	39	121
Total	334	197.5	531.5	89	50	139

Increased attendance across all recorded groups in schools (FSM, non-FSM, ethnic groups). Current baselines for the full academic year 2012/13 are:

	Non FSM			FSM		
	Attendance	Authorised	Unauthorised	Attendance	Authorised	Unauthorised
Primary	94.74	5.12	0.14	91.8	7.6	0.6
Secondary	94.12	5.54	0.34	88.4	10.3	1.3

- Reduction in teachers absent from school with a stress related tag

The early stages of project will involve an appraisal of the baseline (including updates from 2013/14) and the establishment of agreed targeted outcomes.

The project will be subject to an ongoing evaluation using the new evaluative framework and will report back to the relevant select committee on a quarterly basis and an annual update to Cabinet.

4. **REASONS:**
Through the Local Service Board (LSB) and the Single Integrated Plan Monmouthshire County Council has agreed to work with its partners to build 'sustainable and resilient communities'; a key part of this ambition is that communities work together

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and that people are 'capable, confident and involved'. The restorative approach that has been developed in Monmouth Comprehensive School under the leadership of Andy Williams the Deputy Head has proved itself to be a significant positive intervention in promoting well-being and enhancing cohesion in the broader community.

The evidence that restorative approaches promote well-being and improved attainment is growing and the Restorative Justice Council supports the development of evidence-based practice to help practitioners and Head teachers to learn from the growing body of research from around the country. Key findings from recent evaluations include:

- *The use and effectiveness of anti-bullying strategies in schools*, a report by Goldsmiths, University of London, published by the Department for Education (April 2011) found that "developing a restorative ethos and culture that supports the development of social and emotional skills and the adult modelling of positive relationships and communication were given the highest rating of effectiveness [in preventing bullying]."
- The 2002 - 2005 national evaluation of Restorative Justice in Schools enabled Head teachers to adopt the approach based on strong qualitative and quantitative research. Since this evaluation numerous Head teachers have chosen to implement its use in their schools.
- In Barnet, sixteen primary schools were trained in restorative justice. A 2008 evaluation by the local authority compared these schools with non-practicing schools and found a reduction in exclusions of 51% in RJ trained schools; compared to a 65% increase in exclusions in the thirty two Barnet schools that have received no RJ training. They also found increased confidence among school staff to deal with bullying and conflicts in the school.
- An independent evaluation of Restorative Justice in Bristol schools found that restorative justice improved school attendance and reduced exclusion rates. For example, the Orchard School in Bristol used to have around 300 permanent exclusions every year. Since introducing restorative justice a few years ago this has fallen year on year – to this year being just one permanent exclusion.
- In Hull, a two-year Restorative Justice pilot involved all professionals in Children's Services in the Riverside area. Over 3,500 staff from the Children's Workforce were trained, including staff from twelve primary and two secondary schools. Evaluation of the schools revealed 73% fewer classroom exclusions, 81% fewer fixed term exclusion days, a reduction in verbal abuse between pupils and verbal abuse towards staff of over 70%.

This evidence alongside the strong alignment to the aspirations of the single integrated plan and the areas of improvement required by Estyn suggest that this intervention is strongly in the interests of Monmouthshire County Council. The project will be subject to on-going monitoring and evaluation to ensure that it is making the impact that is envisaged at this stage.

5.   **RESOURCE IMPLICATIONS:**

5

The costs associated with this project are £94,000 per year for this year and prospectively £61,000 for the next year 2015/16. Monmouthshire County Council's contribution will be supported by the priority investment reserve.

The costs of Andy Williams are £45,000 (including on-costs) for 0.5 of his timetable, £10,000 for support within the school and £6,000 to continue to use the Monmouth Comprehensive School as base for the project and an exemplar site.

The Police and Crime Commissioner has committed £33,000 to this project to support specifically further training across Monmouthshire.

6.   **SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**
See appendix for details.

7.   **BACKGROUND PAPERS:**
None

8.   **CONSULTEES**
Cabinet
Senior Leadership Team

9.   **AUTHOR:**
Will McLean, Head of Policy and Partnerships, Monmouthshire County Council

10.   **CONTACT DETAILS:**
Tel: 07834435934
E-mail: willmclean@monmouthshire.gov.uk

6

The "Equality Initial Challenge"

Name: Will McLean	Please give a **brief description** of what you are aiming to do.
Service area: Policy and Partnerships	
Date completed: 10th June 2014	**Second the Deputy Head from Monmouth Comprehensive School to the Authority to roll out the Restorative Practice model to the other settings in Monmouthshire.**

Protected characteristic	Potential **Negative** impact Please give details	Potential **Neutral** impact Please give details	Potential **Positive** Impact Please give details
Age			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Disability			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Marriage + Civil Partnership			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**

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Pregnancy and maternity		**x**	
Race			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Religion or Belief			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Sex (was Gender)			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Sexual Orientation			**The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions**
Transgender			**The improvement of young people's relationships between**

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			themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions
Welsh Language			The improvement of young people's relationships between themselves and others, based on greater respect and understanding has the potential to mitigate some community tensions

Please give details about any potential **negative Impacts.**	How do you propose to **MITIGATE** these **negative impacts**
➢	➢
➢	➢
➢	➢

➤	➤

Signed

Designation: Head of Policy and Partnerships

Date 10/6/2014

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Restorative Practice Project	Partnerships / Children and Young People
Policy author / service lead	**Name of assessor and date**
Will McLean	Will McLean 10/6/2014

1. What are you proposing to do?

Second the Deputy Head of Monmouth Comprehensive School to MCC to support the roll out of the Restorative Practice Project across all settings in Monmouthshire.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way?   If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

None

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

None were noted

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

> The proposal has come about as a result of the analysis of school based data notably the Fixed Term Exclusions and attendance.

Signed…………………………………………………………………………………

Designation Head of Policy and Partnerships………………………………………………………

Dated…10th June 2014………………………

The "Sustainability Challenge"

Name of the Officer completing "the Sustainability challenge" Will McLean, Head of Policy and Partnerships	Please give a brief description of the aims proposed policy or service reconfiguration Second the Deputy Head from Monmouth Comprehensive School to the Authority to roll out the Restorative Practice model to the other settings in Monmouthshire.
Name of the Division or service area Chief Executives	Date "Challenge" form completed 10th June 2014

Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			X The approach advocates improved independence and self-

			reliance
Encourage community participation/action and voluntary work			**X** **The approach mitigates community divisions and promotes cohesion through mutual respect.**
Targets socially excluded			**X** **The approach mitigates community divisions and promotes cohesion through mutual respect.**
Help reduce crime and fear of crime			**X** **The approach mitigates community divisions and promotes cohesion through mutual respect – it has been proven to have a beneficial impact on crime and ASB levels.** **It has its origins in the criminal justice environment**
Improve access to education and training			**X** **The approach advocates improved independence and self-reliance – through improved relations in school students attend more, a key aspect of increased attendance.**

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			X
Have a positive impact on people and places in other countries			**The approach mitigates community divisions and promotes cohesion through mutual respect.**
PLANET			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions		x	
Prevent or reduce pollution of the air, land and water		x	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT			
Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local		x	

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businesses			
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities		x	

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➢	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

As per the table above

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   **Dated 10 /6/2014**

monmouthshire
sir fynwy

SUBJECT:	**STRATEGIC PROGRAMME MANAGEMENT**
MEETING:	**CABINET**
DATE:	**17TH JUNE 2014**
DIVISION/WARDS AFFECTED: NONE	

1. **PURPOSE:**

    To introduce a revised strategic programme management structure

2. **RECOMMENDATIONS:**

    That the revised programme structure be agreed

    That the structure be reviewed for effectiveness in 6 months.

3. **KEY ISSUES:**

3.1   The strategic programme structure was implemented in October 2011 via cabinet approval. The purpose was to provide a governance umbrella covering the many projects and programmes, ensuring that they aligned with the strategic direction, aims and objectives of Monmouthshire and were supported by sound business cases and project plans.

3.2   The original structure consisted of –

- Strategic Programme Board – The overarching board with the People, Place and futures boards reporting into it.
- The People Board   -Covering the work environment, training and career development
- The Place Board   - Supporting programmes with a spatial element
- The Futures Board - Supporting programmes that deal with future service delivery and innovation

3.3   The importance of ICT across service delivery areas was recognised, and a separate ICT Board was set up after cabinet agreed the original structure.

3.4   Responsibility for audit, scrutiny and reporting to cabinet was via the Strategic Board, although this is also undertaken at a lower level for individual projects and programmes.

3.5   The structure has now been monitored for effectiveness, and some revisions are recommended in order to ensure continued effectiveness and value.

4.   REASONS:

4.1   Though this structure provides a robust governance umbrella the hierarchical structure and frequency of meetings meant that decision making and scrutiny via the strategic board has some practical limitations. This has a knock on effect for speedy decision making and makes the co-ordination and alignment of programmes difficult.

4.2   Additionally, there are cross cutting, themes that run through all boards, such as Digitisation, People Management, Organisational Development and Community Engagement. Separating these themes and running them in parallel to the overall programme structure instead of being a thread that runs through all of them has not assisted synchronisation and consistency within the board activities.

4.3   In essence the structure is cumbersome, and this outweighs the practical added value. In order to simplify and flatten the structure and to make it effective, a complete re-think of the structure is suggested as follows:

- The Strategic Board be removed as an unnecessary extra layer with little added value
- The Futures board be removed from the structure. This board was to oversee potential projects and programmes arising from horizon scanning and external sources. However, on a practical basis it added little value.
- The ICT board will be renamed the digital Board, and will support the implementation of the iCounty strategy
- The purpose and scope of the boards that remain, the Place, People and Digital Boards, be revised to align and co-ordinate all projects to ensure effective outcomes for the organisation.
- Scrutiny and cabinet decision making is undertaken at individual project and programme level not at board level.

These boards will interlock and work together to provide Whole Place supported by Organisation Development and Design services.
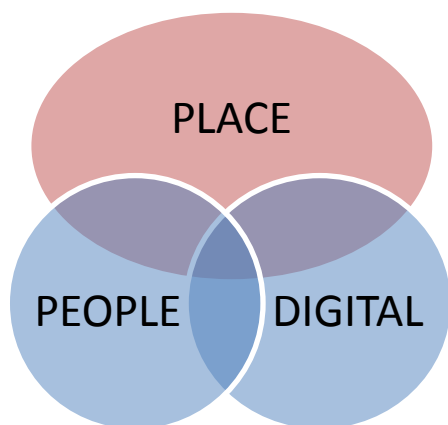
4.4   It is suggested that this structure be reviewed in 6 months to ensure it is effective and adds value to the organisation.

4.5   The revised purpose, scope, terms of reference and membership of the boards are shown in appendix 1.

5.   RESOURCE IMPLICATIONS:

There are no resource implications as a result of this report.

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no significant equality impacts identified in the assessment (Appendix 2). The actual impacts from this report's recommendations will be reviewed every 2 years.

7.   CONSULTEES:
Strategic Leadership Team, Cabinet members

8.   BACKGROUND PAPERS:
        Cabinet report January 2011 click [here](#)

9.   AUTHOR: Sian Hayward

10.   **CONTACT DETAILS:**

Tel: 07971893998
E-mail: sianhayward@monmouthshire.gov.uk

Appendix 1

1.   **<u>The Digital Board</u>**

Purpose – The delivery of the iCounty strategy

1.1   **The Scope of the Digital Board consists of –**

- External engagement via collaborative networks and partnerships to generate income and benefit Monmouthshire through digital inclusion
- The development of applications and digital infrastructure and expertise within MCC

1.2   **Terms of Reference of the Digital Board –**

- Link the three pillars of i-County
  - Improving internal systems, data and infrastructure
  - Digitally enabled and inclusive smart communities
  - Leverage infrastructure and investments
- Resourcing the projects and programmes that underpin the strategy, and mobilizing employees with key skills to tackle priority areas
- Connect and align partnership boards, including the SRS, EAS, CMC2 and community based groups
- Develop effective digital policies for strategy, data management, info security and employees
- Identify gaps and opportunities in the market and exploit them through innovation and enterprise
- Keep the connection between strategic direction and operational development and capacity
- Ensure alignment and co-ordination with the Place and People boards
- Support the operational processes to identify, prioritize and implement digital solutions within MCC

1.3   **Members –**

Member for Innovation, Enterprise and Leisure

Member for Resources

1.4   **Officers –**

Chief Executive

Chief Officer Enterprise

Head of Commercial and People Development

Head of Economy and Enterprise

Organisational Development Lead

Head of Operations SRS

Head of Finance S151

Officers co-opted as necessary

2. **The People Board**

Purpose – The delivery of the people strategy. Aligning the workforce to meet the needs of Monmouthshire now and for the future.

2.1 **The Scope of People Board consists of –**

- Organisational Design and Development
- People Development – Professional, career & commercial
- Employee engagement and communications
- Information presentation and design
- Systems and culture development

2.2 **Terms of Reference of the People Board –**

- Equipping the workforce with the skills, knowledge and working environment to enable them to deliver future Monmouthshire
- Ensure the effective use of people and information resources
- Ensure alignment and co-ordination with the Place and Digital boards Identify gaps and opportunities in the market and exploit them through innovation and enterprise
- Assess monitor and mitigate risk

2.3 **Members –**

Member for Resources

2.4 **Officers -**

Head of Commercial and People Development

Organisational Development Lead

Employee Services Lead

Information manager

Officers co-opted as necessary

3. **The Place Board**

The purpose of the Place Board is to provide a strategic overview of Whole Place.

3.2 **The Scope of Place Board covers -**

- Whole Place Programme Boards (one for each of the 4 Monmouthshire areas)
- 21st Century Schools
- County Farms Working Group
- Accommodation Working Group
- Legacy projects (Regeneration Boards and SOAB)

3.3 **Terms of Reference of the Place Board –**

- Allocate and prioritise human, physical and finance resources across the constituent Place projects and programmes
- Monitor the effectiveness and performance of the overall Place programme
- Evaluate the achievement of outcomes and ensure they reflect the purpose of Place
- Ensure alignment and co-ordination with the Digital and People boards
- Identify gaps and opportunities in the market and exploit them through innovation and enterprise.
- Provide a governance umbrella for Whole Place programmes
- Assess, monitor and mitigate risk

3.4 **Members –**

Member for Community Development

Member for Innovation, Enterprise and Leisure

Member for Resources

Member for Environment Public Services and Housing

3.5   **Officers –**

Chief Officer Enterprise

21st Century Schools Programme Manager

Head of Community Delivery

Estates Manager

Organisational Development Lead

Co-opted officers as appropriate

Head of Finance and S151

Frequency of meetings–

Quarterly

The "Equality Initial Challenge"

Name: sian Hawyard		Please give a **brief description** of what you are aiming to do.	
Service area: People and commercial Development		Revise the existing Programme management structure	
Date completed:20.05.14			
Protected characteristic	Potential **Negative** impact Please give details	Potential **Neutral** impact Please give details	Potential **Positive** Impact Please give details
Age		Y	
Disability		Y	
Marriage + Civil Partnership		Y	
Pregnancy and maternity		Y	
Race		Y	
Religion or Belief		Y	
Sex (was Gender)		Y	
Sexual Orientation		Y	
Transgender		Y	
Welsh Language		Y	

Please give details about any potential **negative Impacts.**	How do you propose to **MITIGATE** these **negative impacts**
➢	➢
➢	➢
➢	➢
➢	➢

Signed   Sian Hayward   Designation   Organisation Design
Dated 20.05.14

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Programme management structure	People and Commercial Devleoment
Policy author / service lead	**Name of assessor and date**
sianHayward	

1. What are you proposing to do?

Revise the programme management strucutre

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way?   If **YES** please tick appropriate boxes below.

Age	n	Race	N
Disability	N	Religion or Belief	N
Gender reassignment	N	Sex	N
Marriage or civil partnership	N	Sexual Orientation	N
Pregnancy and maternity	N	Welsh Language	**n**

3. Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service

user data, Staff personnel data etc..

No need for a survey. It is an existing governance structure that needs recising for simplicity

Signed…sian Hayward Des**ignation…Programme manager Dated**………20.05.14………………….

The "Sustainability Challenge"

Name of the Officer completing "the Sustainability challenge" **Sian Hayward**	Please give a **brief description** of the **aims** proposed policy or service reconfiguration Revision to the programme structure
Name of the Division or service area People and commercial devlopment	Date "Challenge" form completed 20.05.14

Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE			
Ensure that more people have access to healthy food		Y	
Improve housing quality and provision		Y	
Reduce ill health and improve healthcare provision		Y	
Promote independence		Y	
Encourage community participation/action and voluntary work			

Targets socially excluded		Y	
Help reduce crime and fear of crime		Y	
Improve access to education and training		Y	
Have a positive impact on people and places in other countries		Y	
PLANET			
Reduce, reuse and recycle waste and water		Y	
Reduce carbon dioxide emissions		Y	
Prevent or reduce pollution of the air, land and water		Y	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		Y	
Protect or enhance visual appearance of environment		Y	
PROFIT			
Protect local shops and services		Y	
Link local production with		Y	

local consumption			
Improve environmental awareness of local businesses		Y	
Increase employment for local people		Y	
Preserve and enhance local identity and culture		Y	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		Y	
Increase and improve access to leisure, recreation or cultural facilities		Y	

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➢	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   Sian Hayward   Dated 20.05.14

monmouthshire
sir fynwy
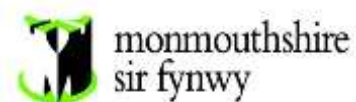
SUBJECT: LOCAL GOVERNMENT PENSION SCHEME 2014 DISCRETIONS POLICY

MEETING: CABINET
DATE: 17th JUNE 2014
DIVISION/WARDS AFFECTED: All

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1. **PURPOSE:**

1.1   To inform Cabinet of changes following implementation of the Local Government Pension Scheme (LGPS) 2014.

1.2   For Cabinet to approve the proposed discretions detailed in Appendix I.

2. **RECOMMENDATIONS:**

2.1   That Cabinet agree the proposed discretions as outlined in Appendix I.

3. **KEY ISSUES:**

3.1   The Local Government Pension Scheme (LGPS) regulations require all scheme employers to publish and keep under review a written policy statement on how they will apply their discretionary powers in relation to certain provisions of the scheme. The new LGPS Regulations came into force on 1st April 2014 it is necessary to adopt a new discretionary pension policy statement from this date.

3.2   These discretions should be read in conjunction with the Councils Protection of Employment and Severance Policy which complies with the Local Government (Early Termination of Employment)(Discretionary Compensation) (England and Wales) Regulations 2006 (as amended).

3.3   This policy applies to all members of staff who are eligible to be members of the local government pension scheme.

3.4   Following the Government's fundamental review of public sector pension provision, it was agreed that changes were required to all these schemes, in summary:
   - All public sector pension schemes should change from final salary pension schemes to career average re-valued earnings schemes
   - Scheme retirement ages should be the same as state retirement pension ages for all post 2014 benefits
   - A new definition of Pensionable Pay, based on actual pay, including non-contractual overtime.

- Tiered pension contributions for members as at present although revised with higher paid members paying a higher contribution although average contribution yield is expected to remain at 6.5%.
- Early Retirement will be available from age 55 on an actuarially reduced basis.
- A 50/50 scheme is included, allowing accrual of 50% of main benefits in return for 50% of normal contribution rate.
- Scheme members and employers should share the increasing costs of providing public sector pension schemes
- Existing rights of current scheme members should be protected

3.5   The new LGPS accommodates all of these requirements and as such still allow for local flexibility in the management of the scheme via discretions to be applied by the individual employing authority.

3.6   Previous LGPS discretions will still apply and remain. There are some discretion's which are additional to the previous schemes, some are changed, and some are removed. The discretions shown in Appendix I are the key discretions that apply to the new scheme and those of previous schemes under the 2007 and 1997 regulations, are still applicable and require a written policy statement, these are included for completeness.

3.7   In formulating these discretions it is important to have regard to the extent to which the Council exercises discretionary powers, unless properly limited, could lead to a serious loss of confidence in the public service and be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.

4.   REASONS:

4.1   It is a requirement of the LGPS Regulations that the Council publishes and keeps under review a written policy statement on how they will apply their discretionary powers in relation to certain provisions of the scheme.

5.   RESOURCE IMPLICATIONS:

5.1   There are no financial implications if Cabinet adopts the proposed discretions, however should Cabinet choose to amend these proposals there is by default further financial implications especially with regard to waiving actuarial reductions, paying into Additional Pension Contributions, switching on the 'Rule of 85' and granting an additional pension.

6.   SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1   The Equality Act 2010 impacts on the Employer Discretions Policy, with regard to Age Discrimination in that the 'Rule of 85' only affects those who are older, so the Council needs to guard against the risk of treating this group of employees differently from others. However as the proposal is not to 'switch' this rule on ensures that all employees who are members of the LGPS are treated in the same way.

7.   CONSULTEES:

Senior Leadership Team
Trades Unions
Head of Legal Services
People Services Manager
Head of Finance/151 Officer

8.   BACKGROUND PAPERS:

8.1   The Local Government Pension Scheme Regulations 2013
        The Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014
        The Local Government Pension Scheme Regulations 2008 (as amended)
        The Local Government Pension Scheme Regulations 1997 (as amended)

9.   AUTHORS:

David Bartlett and Sue Caswell – People Services Team

10.   CONTACT DETAILS:
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        suecaswell@monmouthshire.gov.uk 01633 644187

LGPS EMPLOYER'S DISCRETIONS POLICY LGPS 2014 Scheme

monmouthshire
sir fynwy

Contents

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Employer Discretions Policy Document

LGPS Regulations 2013 and the LGPS (Transitional Provisions and Savings) Regulations 2014

DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
1). *Reg 16(2)e & Reg 16(4)d:* Whether, how much and in what circumstances to contribute to a shared cost Additional Pension Contribution (APC) scheme.	*Monmouthshire County Council will only apply this discretion when an employee has opted to buy back 'lost' pension due to a period of authorised unpaid leave within 30 days of returning to work from that leave as defined in the scheme.*
2). *Reg 30(6) & TP11(2)* Whether all or some pension benefits can be paid if a member aged 55 or over reduces their hours/grade and continues to work ("Flexible Retirement")	*Monmouthshire County Council will consider employee requests to take flexible retirement under the Councils Flexible Retirement Policy, on a case by case basis after taking into factors such as service delivery and any costs that may apply.*
3). *Reg 30(8)* Whether to waive in whole or in part actuarial reduction on benefits paid on flexible retirement.	*Monmouthshire County Council will not exercise this discretion.*
4). *Reg 30(8)* Whether to waive in whole or in part actuarial reduction on benefits which a member voluntarily draws before normal pension age.	*Monmouthshire County Council will not exercise this discretion.*
5). *TP Regs 1(1)(c) para 2:* Whether to "switch on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60	*Monmouthshire County Council will not exercise this discretion.*
6). *TP Regs 1(1)(c) para 2:* Whether to waive, on compassionate grounds, the actuarial reduction applied to benefits from pre 1/4/2014 membership where the employer has "switched on" the 85 Year Rule for a member voluntarily drawing benefits on or after age 55 and before age 60	*Monmouthshire County Council has not exercise the discretion to "switch on" the 85 year rule for members between 55 and 60, therefore this discretion does not apply. (see above)*

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DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
7). *Reg 31:* Whether to grant additional pension to an active member or within 6 months of cessing to be an active member by reason of redundancy or business efficiency (up to £6,500pa).	*Monmouthshire County Council will not apply this discretion.*
8). *Regs 22(8 & 9)* Whether to extend the 12-month period to allow the transfer in of separate previous LG service.	*Monmouthshire County Council will not allow an extension to the 12-month period to separate previous LG service.*
9). *Reg 100(6)* Whether to extend the 12-month period to allow a transfer-in of non-LG pension rights.	*Monmouthshire County Council will not allow an extension to the 12-month period to combine previous non-LG service.*
10). *Reg 9(3)* Determine rate of employees' contributions.	*Monmouthshire County Council will review on a monthly basis employee's year to date figures to ensure the contribution rates are correct.*
11). *Reg 74(1)* Each Scheme employer and administering authority must appoint a person ("the adjudicator") to consider applications from any person whose rights or liabilities under the scheme are affected by: a) a decision under Reg 72 (first instance decisions) b) any act or omission by a scheme employer or administering authority and to make a decision on such applications	*The Council designates the Head of Finance/ Section 151 officer as the Adjudicator.*

Discretions under the LGPS Regulations 2007

DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
1). *Reg 12* Whether, for a member leaving on the grounds of redundancy or business efficiency on or before 31/3/2014, to augment membership of the LGPS.	*Monmouthshire County Council did under the previous Protection of Employment Policy have an option to augment membership up to 3 years. This has now been removed under the new policy and is not a feature of the LGPS 2014.*

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2). *Regs 30(2)* Whether to grant application for early payment of deferred benefits on or after age 55 and before age 60.	***Monmouthshire County Council will not exercise this discretion to release deferred benefits before age 60.***
3). *Regs 30(5)* Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under *Reg 30(2)*.	***Monmouthshire County Council will not exercise this discretion.***
4). *Regs 30A(3)* Whether to grant an application for early payment of a suspended tier 3 ill health pension on or after age 55 and before age 60.	***Monmouthshire County Council will not exercise this discretion to release early payment of pension benefits before age 60.***
5). *Regs 30(5)* Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under *Reg 30A*.	***Monmouthshire County Council will not exercise this discretion.***

Discretions under the LGPS Regulations 1997

DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
1). *Regs 31(2)* Grant application from a post 31/3/1998 – pre 1/4/2008 leaver or councillor for early payment of benefits on or after age 50/55 and before age 60.	***Monmouthshire County Council will not exercise this discretion to release early payment of pension benefits before age 60.***
2). *Regs 31(5)* Waive, on compassionate grounds, the actuarial reduction applied to benefits paid early for a post 31/3/1998 – pre 1/4/2008 leaver or councillor.	***Monmouthshire County Council will not exercise this discretion.***
3). *Regs 31(7A)* Councillor optants out and pre 1/4/2008 employee optants out only to get benefits paid from NRD is employer agrees.	***Monmouthshire County Council will not exercise this discretion.***

4

DISCRETION & REGULATION	POLICY ON INDIVIDUAL DISCRETIONS
Regulations were published January 2012 enforcing all Local Authority employers to formulate and publish a policy statement on whether they wish to exercise their discretion to provide an injury allowance scheme or not.	***Monmouthshire County Council has not adopted the discretion of providing a separate Injury Allowance Scheme.***

Version Control

Title	Employer Discretions Policy
Purpose	To Comply with the new LGPS 2014 provisions to set employer discretions.
Owner	David Bartlett Sue Caswell
Approved by	Cabinet
Date	
Version Number	1.1
Status	Draft
Review Frequency	Bi Annual or when the Pension Regulation change as amended
Next review date	
Consultation	Employee Services

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REPORT

SUBJECT: **iCounty and Digital Roadmap**

MEETING: **Cabinet**
DATE: **17th June 2014**
DIVISION/WARDS AFFECTED: ALL

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1. **PURPOSE:**

1.1 To set out Monmouthshire's ambitions for digital advancement, enterprise and inclusion via the new iCounty Strategy and accompanying Digital Roadmap.

2. **RECOMMENDATIONS:**

2.1 To approve iCounty as the Council's digital policy centre-piece and key means of ensuring technology contributes to the county-wide vision for building sustainable and resilient communities.

2.2 To endorse and promote the Digital Roadmap as Monmouthshire's living, ever-evolving and dynamic progress tracker and action plan.

3. **KEY ISSUES:**

3.1   Our ambition to deliver more radical forms of efficiency and effectiveness is increasingly reliant on the contribution of intelligently deployed technology. 'Digital' enables much more than the just the 'direct service' part of our mission. Technology allows us to adjust nimbly to changing conditions, engage meaningfully, make better decisions, see problems before they occur, measure impact and develop vibrant and connected communities and local economies.

3.2   Growing the potential of our communities, schools, businesses and residents to use technology to develop digital solutions to some of our biggest problems and challenges, is increasingly critical in a climate of economic constraint and social change.

3.3   iCounty has been developed by a core group of officers, led by Monmouthshire County Council and encompassing digital leaders and there have been key inputs from digital industry, technology opinion formers, young people and others. As well as gathering evidence on current capability levels, infrastructure, systems proficiency and opportunities for growth and advancement, we have scanned the globe for leading-edge practice and have benefited from gaining international insights into thought-leading organizations.

3.4   iCounty is a public-private strategy. It sets a clear direction around understanding and identifying digital needs, priorities and ambitions and a platform from which to identify the partners that are best placed to help us play a part in meeting them. In other words, its strong sense of purpose enables us to be clear about the contribution required of delivery agents – whoever they may be.

3.5   Supporting a vision to become one of the UK's most inspiring digital spaces, there are three main strands to iCounty:
- Improving and consolidating internal systems, data delivery and infrastructure – to enable service reinvention, genuinely open data and more real-time reporting and decision-making;
- Enabling inclusive and connected communities – recognizing the relevance of technology to all, supporting jobs of the future and growing a skilled workforce
- Creating commercial products and assets – building on the first two foundations, should new productive offerings have wider resonance and relevance, income generation opportunities might arise as well as opportunities to create digital enterprise clusters.

3.6   iCounty offers clear purpose around the contribution of technology to delivering sustainable and resilient communities and fits with our three Council priorities around investment in schools and learning; protecting the vulnerable and promoting business development and job creation. It sets the context for the evolution of SRS and CMC2 and connects with the vision for 'Whole Place' planning, Community Co-ordination, 21st century learning and our objectives for people and organizational development. Unique opportunities exist to accelerate these agendas through initiatives such as connecting communities through Superfast Broadband, intelligent living, growing a Science, Technology, Engineering and Mathematics (STEM) network and growing digital enterprise and addressing the skills gap. Clear measures are articulated within the strategy to allow meaningful evaluation of behavioural change and quality of life improvements alongside more quantitative measures.

3.7   Whilst iCounty establishes long-range vision and strategic priority areas, the accompanying Digital Roadmap charts progress on a range of thematic interventions, programmes and projects which will continually change, develop and evolve. It provides a framework for project management around any investments we choose to make in our digital future and provides a performance tracker for capturing and realizing all digital ambitions. The re-purposed ICT Programme Board further provides robust governance arrangements and synergies with other thematic programme management (see Cabinet report 'Programme Management Arrangements 17 June 2014).

4.   REASONS:

4.1   iCounty conveys the contribution of technology to supporting sustainable and resilient communities. Monmouthshire has started to make great strides on the digital front in recent years and the creative industry sector continues to grow as a result. However, we must not stand still. Recent projections suggest that even after the roll-out of Superfast Cymru, a significant proportion of Monmouthshire households will still be without adequate connectivity. It is also well understood that as a nation, Wales does not turn out nearly enough qualified computer science graduates - a key industry of the future. Sitting within a region within which cyber-security is one of the major growth sectors, Monmouthshire must make its contribution. In addition, in order to fulfill our commitment to working with communities to co-design and deliver services, we have to optimize use of our data to drive better decision-making and services. In relation to SRS in particular, it is important that our purpose and priorities are clear in order to ensure the collaborative entity responds to our changing needs and priorities.

4.2   It has never been more important to invest in our digital future and there are significant opportunities for us to explore from infrastructure and connectivity, to STEM, big data and a smarter public service. Technology thrives on ideas, innovation, great skills and inherent assets. Monmouthshire is blessed with all these things in abundance. It is crucial that Monmouthshire County

continues to prioritize digital growth and development in partnership with our creative and thriving local communities, services and businesses.

5. RESOURCE IMPLICATIONS

5.1 There are no direct resource implications associated with iCounty at this early stage. The next priority is to begin a conversation with community, businesses and SRS and other partners about how we demonstrate clear returns for the resources currently invested in technology in the county. Rather than focusing on new and more investment, this will give us a clear picture of how existing investment is performing and will enable decisions to be made about best use of funds in the future.

5.2 The next round of RDP funding (beginning 2015) will afford significant opportunities to support digital innovation in our rural communities, as will maximizing the potential of Superfast Cymru roll-out, renewal of Public Sector Broadband Aggregation; and Section 106 funds and Community Infrastructure Levy. In addition, there are real opportunities to optimize our technology capabilities to potentially generate new income streams. Any decisions around re-prioritising investment streams; re-diverting or re-purposing funds and/ or, generating and securing new revenue streams will be subject to the approval of the S151 Officer and Cabinet Members for Resources and Innovation and Enterprise and where appropriate, be brought in front of Cabinet for decision.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

iCounty and the Digital Roadmap make a significant and long-term contribution to the creation of the type of sustainable communities in which all residents, services and businesses are able to take advantage of everything our county has to offer.

7. CONSULTEES:

All Cabinet Members
Leadership Team
SRS COO
Cath Fallon CMC2
IT Review Group

Results of Consultation

8. **BACKGROUND PAPERS:**

Hard copy Digital Roadmap

9. **AUTHORS:**

Kellie Beirne, Chief Officer Enterprise
Peter Davies, Head of Commercial and People Development

10. **CONTACT DETAILS:**

Tel: 01633 644041
Email: kelliebeirne@monmouthshire.gov.uk
Email: peterdavies@monmouthshire.gov.uk

Appendix A   **"Equality Challenge" – guidance notes**

The following are a list of the challenges/thought processes that have been evident in producing equality challenges to date. The list is not meant to be exhaustive, just indicative of the approach:

Is there any form of Discrimination? Direct Indirect Association: Positive Action:	Discrimination directly related to the protected characteristic/s. Where an action has, for other reasons, an impact eg: actions involving increased costs to service users could affect those with disabilities more than others as they are 3 times more likely to live in a family where no one is employed. People, such as carers, who are associated with people with a protected characteristic have the right to be given the same due regard. Positive action can be an action that addresses a pre-existing disadvantage or can be action that adversely affects one characteristic for the benefit of others – ie a saving in one area that protects the interests/services of others
Where the proposal concerns one protected characteristic, does it unintentionally disadvantage any sub-groups?	For example, a proposal for a cross-authority partnership to address **Adult** Learning Disability service users might be seen to disadvantage **younger** people if similar arrangements were not put in place for them.
The 'significance' of impacts will need to be assessed. What constitutes 'significant'?	There are a number of elements – the number of service users affected; the degree of impact, the financial implications, health, access to key services, impact on employment, human rights etc.

Is the proposal creating a post code lottery within the County?	Do we as a result of certain proposals create a disadvantage for people from different regions of Monmouthshire.
Have positive impacts been optimized?	The Equality Act 2010 is as strong on ensuring that effort is put into maximising positive benefits as it does into mitigating negative impacts.
Have all reasonable steps been taken to mitigate negative impacts (including making reasonable adjustments)?	Note: some decisions (normally financial) have to be made even though they have obvious negative impacts – this is lawful. However, how the impacts can be minimised has to have been thought through very carefully and mitigations need to be considered.
Does the proposal evidence an understanding of the current (baseline) situation with respect to the protected characteristics?	You can't assess impact without knowing where you are starting from! You need to know your service users – gathering relevant data! Where possible consider future changes and also future service users prevented from accessing services. If you lack data on specific on particular groups then you need to consider other ways of gathering information through **engagement** eg focus groups, face to face meetings etc.
Is this proposal associated with any others – is there a cumulative impact to be assessed?	Individual proposals can be appropriate and well considered, but when cumulative impacts are considered a protected characteristic can be affected disproportionately.

The "Equality Challenge" (Screening document)

Name of the Officer completing "the Equality challenge" Kellie Beirne	Please give a **brief description** of the **aims** proposed policy or service reconfiguration To review the assistive technology services which the Council offers primarily to older residents. The proposed changes include matters relating to process, equipment provided, cost recovery, charges and system scope
Name of the Division or service area Enterprise	**Date** "Challenge" form completed 3 June 2014

Protected characteristic affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
Age			☑
Disability			☑
Marriage + Civil Partnership			☑
Pregnancy and maternity			☑
Race			☑
Religion or Belief			☑
Sex (was Gender)			☑
Sexual Orientation			☑
Transgender			☑

Welsh Language			☑

What are the potential negative impacts?	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments or engagement with affected parties).
➢ If not all areas receive access to broadband connectivity, there is the potential for digital exclusion.	➢ Broadband study to identify high risk areas and inform a strategy, now undertaken
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

Within digital technology there are inherent opportunities to positively impact all residents and communities through better connectivity, inclusion, engagement and access to services.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

The main negative impact is around digital exclusion given this can reinforce poverty, isolation and digital exclusion. We have undertaken a broadband survey which identifies the gaps in likely future provision which can then inform a mitigation strategy. This will include opportunities through RDP, community broadband schemes, wi-fi projects and maximising opportunities through the new LDP and PSBA.

Signed Kellie Beirne   **Designation**   Chief Officer, Enterprise **Dated** 3 June 2014

Appendix C

Equality Impact Assessment Form

and

Sustainable Development Checklist

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
iCounty and Digital Roadmap	Enterprise	Enterprise
Policy author / service lead	**Name of assessor**	**Date of assessment:**
Kellie Beirne	Kellie Beirne	3 June 2014

1. Have you completed the Equality Challenge form?   **Yes / No.** If **No** please explain why

Yes

2. What is the **Aim/s** of the Policy or the proposed change to the policy or service (the proposal)

To introduce and implement the iCounty strategy and Digital Roadmap

3. From your findings from the "Equality Challenge" form did you identify any people or groups of people with protected characteristics that this proposal was likely to affect in a **negative** way?   Please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

4. Please give details of any consultation(s) or engagement carried out in the development /re-development of this proposal.

The following consultation has been undertaken as part of the review of the Careline policy:

1. All clients have been invited to complete and return a survey
2. All carers have been invited to complete and return a survey
3. Reports have been submitted to the Adults Select Committee, the Older Persons Strategy Group and the Social Care & Health Departmental Management Team and discussions taken place accordingly
4. 18 local stakeholder agencies have been contacted and invited to discuss proposals
5. Internal advice note distributed to key staff/teams
6. Draft policy circulated to key internal staff/teams
7. Attendance at Social Services Mental Health Team Meeting in February 14
8. Draft policy considered by Adults Select on 24th February 14

5. Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc.

Broadband coverage data, SRS data, economic competitiveness data, household data and MCC service user data

6. As a result did you take any actions to mitigate your proposal? Please give details below.

N/A Strategy document

7. Final stage – What was decided?

•**No change made to proposal/s – please give details**

N/A

•**Slight changes made to proposal/s – please give details**

N/A

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

Keener focus on broadband connectivity and infrastructure

Signed: Kellie Beirne   **Designation:**   Chief Officer, Enterprise   **Dated:** 3 June 2014

Forthcoming document consideration

We always welcome any feedback or contributions anyone has to this document and our work towards equality. A database of completed equality impact assessments and the schedule of assessments by directorate and department will be available to review on our website.

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Alan Burkitt – Democracy and Performance. Tel: 01633 644010.

Contact Email: Equality@monmouthshire.gov.uk or alanburkitt@monmouthshire.gov.uk

Post: Democracy and Performance, Monmouthshire County Council, County Hall, Y Rhadyr, Usk, NP15 1XJ

MCC Sustainability Challenge guidance document

1. When do you carry out a Sustainability Challenge?

The forthcoming Future Generations Bill will require all public bodies, including local authorities, to make sustainable development their central organizing principle. This means that we will have to demonstrate that every significant decision we make has taken sustainable development into account.   One way that we can do this is to make sure that all decisions that go to committee, Cabinet, Council or Single Member decision have been through the Sustainability Challenge.

The Sustainability Challenge would also be useful when doing any of the following:

- **developing** or reviewing policies strategies and services
- **assessing** the impact of a new project or proposal
- **procuring** products or services
- **preparing** service delivery plans
- **scoring** or assessing grant applications
- **considering** making financial savings (annual financial savings proposal process)

The best time to use the Sustainable Development Checklist is at the development stage of a project, so that sustainability can be built in and considered from the very beginning. However, it can also be used once a project is underway.

2. What is Sustainability?

Sustainability or Sustainable development is about making sure that what we do today isn't at the expense of the world which we pass on to our children and grandchildren. Another way of describing this is the "triple context" or the 3 Ps where People, Planet and Profits are all in balance. This could look like this:

People

Sustainable Development

Planet

Profit
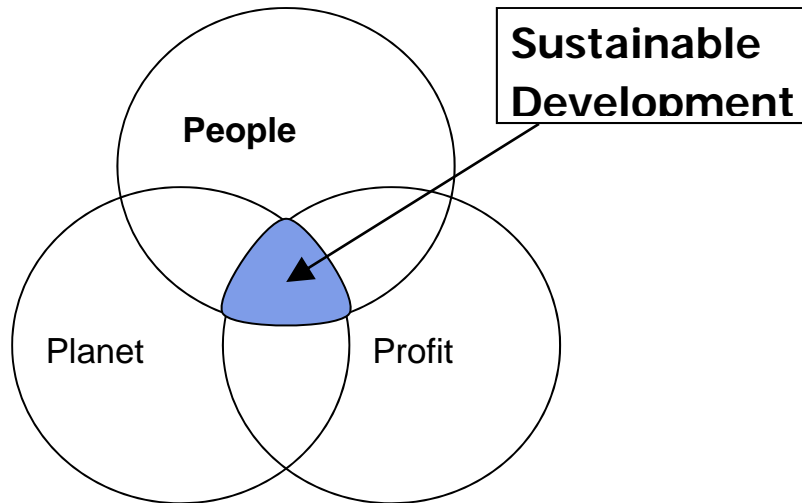
3. The Sustainability Challenge process

All officers who are proposing to do any of the actions listed in section 1 above are required to complete the **Sustainability Challenge Form** (appendix A) at the earliest possible stage and this will enable them to assess whether the proposal/s will have a potential negative or positive impact on one or more aspects of sustainability. Carrying out this assessment at this point in the process will allow time for officers to consider possible mitigations or changes to be made to the proposals to try and lessen or remove any assessed negative impact.

It is important to remember that the Sustainability Challenge process does not prevent organisations from making difficult decisions and indeed decisions can be made despite an assessment of negative impact. The Sustainability Challenge process requires them to evidence and demonstrate that they are making these decisions in a fair, transparent and accountable way and will provide evidence that Sustainability has been considered as part of the decision making process.

Once the Sustainability Challenge has been completed, any mitigations or changes to the proposal that need to be carried out to reduce the negative impact should be documented on the form.

4. Presentation of proposal to Cabinet, Council, Committee or Single Member Decision

Once the Sustainbility Challenge has been carried out you should have enough information that will allow you to either justify going ahead as proposed, amend the original proposals, or develop mitigations to lessen or eradicate any negative impact. As a result of the completion of this process you should be in a very strong and informed position and will be able to take the proposal through the Committee process for formal approval thereby demonstrating fully that you have paid due regard to sustainable development. When taking a policy or proposal to Cabinet an **EQIA form and Sustainable Development Checklist** will need to be completed to accompany the committee report that will detail the process so far, thus enabling Elected Members to make an informed decision.

The main positive and negative impacts will need to be summarized in the "Sustainability and Equalities Implications" paragraph on the report.

Appendix A   **The "Sustainability Challenge"**

Name of the Officer completing "the Sustainability challenge" Kellie Beirne	Please give a **brief description** of the **aims** proposed policy or service reconfiguration iCounty and Digital Roadmap
Name of the Division or service area Housing & Regeneration Manager	**Date** "Challenge" form completed 3 June 2014

Aspect of sustainability affected	**Negative impact** **Please give details**	Neutral impact **Please give details**	**Positive Impact** **Please give details**
PEOPLE			
Promote independence			x
Encourage community participation/action and voluntary work		x	
Targets socially excluded			x
Creates opportunities for access to services, job creation and financial			x

inclusion			
Improve access to education and training			X
Have a positive impact on people and places in other countries			X
PLANET			
Digital services can reduce carbon foortprint			X
Reduce carbon dioxide emissions			X Reduce the need for services to travel
Prevent or reduce pollution of the air, land and water			X As above
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT		x	
Protect local shops and services			x
Link local production with		x	

local consumption			
Improve environmental awareness of local businesses		x	
Increase employment for local people			X
Preserve and enhance local identity and culture			X
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities			X

What are the potential negative Impacts	Ideas as to how we can look to **MITIGATE** the **negative impacts** (include any reasonable adjustments)
➢ None identifed	➢
➢	➢
➢	➢
➢	➢

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

The policy will be implemented early in the new year

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Signed   Kellie Beirne   **Dated** 3 June 2014

If you would like to discuss the completion of this form or any issues arising out of its completion please contact:

Name: Hazel Clatworthy, Sustainability Community Officer, Tel: 01633 644843

Contact Email: hazelclatworthy@monmouthshire.gov.uk

iCounty & Digital Roadmap

monmouthshire
sir fynwy

Foreword

I am thrilled to introduce to you the next stage in the evolution of Monmouthshire's digital journey – iCounty and the Digital Roadmap. Together, they represent a framework that will enable the county to assert its role as a digital leader, reinforcing our commitment to delivering next generation infrastructure, connected communities and a highly skilled workforce.

For us, technology is synonymous with innovation and enterprise, both in terms of our desire within the Council to grow an enterprise culture that enables greater efficiency and effectiveness; and, in our external focus to accelerate business growth, entrepreneurship and job creation. We see a unique opportunity to deliver contemporary infrastructure that genuinely embraces open government, data-led decision making and better customer insight. This will provide the foundations to enable us to cross the digital divide that exists within some communities, accelerating economic growth and making our county vibrant, livable and investable.

We know that Monmouthshire's social capital is strong and we want to unlock the potential that exists to work with communities, residents and businesses to develop creative solutions to some of our biggest collective challenges. The Digital Roadmap is an engagement tool between the Council and community and will enable us to work together to utilize and optimize technology as a key means of building sustainable and resilient communities in which businesses thrive and people are engaged, empowered and enterprising. Technology can help us take advantage of everything our spectacular county has to offer now and in the future. Our Digital Roadmap is therefore a starting point for a conversation and we invite you to submit ideas, observations and improvements at www.monmouthshire.gov.uk/digitalroadmap.

I look forward to connecting with you.

Cllr Bob Greenland
Deputy Leader and Cabinet Member for Innovation and Enterprise

iCounty

Introduction

Monmouthshire's Single Integrated Plan has at its heart, a vision to 'build sustainable and resilient communities'. In making its contribution to delivering this county-wide goal, Monmouthshire County Council is learning to lean in to communities in order to better understand 'what matters?' – local needs and priorities and, 'what exists?' – local ideas, talents, assets and opportunities.

Such insights are enabling us to develop more purposeful and sustainable ways of designing and delivering services in partnership with local people. Monmouthshire may be the lowest funded Council in Wales per head of population, but it is rich in social capital and we want to encourage civic innovation.

Increasingly central to this process of opening up our Council and delivering more radical forms of efficiency and effectiveness is the significant role and contribution of technology. A unique opportunity exists to fundamentally re-purpose services, places and relationships through clever and custom-designed technology.

We live in the age of ubiquitous technology that every minute, races ahead with new products, methods and capabilities. In addition, our dependency as a society on technology is increasing and we need to grow the talent that will enable us to fulfill this demand. For our Council, technology is therefore, much more than just a necessary component of achieving the 'direct service' part of our mission. Technology, deployed intelligently and strategically, can help us increase operational efficiency; extend our reach to achieve more meaningful community engagement; make smarter decisions; see problems before they occur; clearly measure our impact; and, provide the platform for the development of vibrant and connected communities wherein the relevance of technology is recognised and optimised by and for all.

Moving from a traditional 'provider-led' model of public service to becoming more hands-off pragmatic enablers, needs leading-edge technology that can transform our organization and better inform and empower our customers. Combining 'next generation' infrastructure with opportunities to build connected and capable communities that grow the potential to develop solutions to problems is the core focus of our strategy.

iCounty sets out our ambitious aims for technology development in the long-term. Whilst priorities and specific deliverables may change over time, this strategy provides our Digital Roadmap with a long-term vision and focus to help us achieve greater impact for our place, people and future. The initiatives in the Digital Roadmap chart a course to realising Monmouthshire's potential as a space in which technology is a driver for inclusion, business growth, engagement and opportunity for all.

Key pillars

iCounty is a public-private strategy. It provides a direction of travel for Monmouthshire in relation to its digital ambitions and a platform from which we can identify the partners and entities which are best placed to play their part in delivering our various priorities. As well as recognising the need to focus on today's issues and priorities, iCounty is about future-gazing and imagining the evolution of our county ten years' hence and creating a set of guiding principles that will stand the test of time. With high levels of growth in our knowledge-based and creative industry sectors, there is a unique opportunity to become the UK-hub for digital development and inclusion. iCounty clearly resonates with the Council's three priorities of investing in education, protecting the vulnerable and promoting economic growth and job creation, and is explicitly built around three key pillars:

1. **Improving internal systems, data delivery and infrastructure** in order to continually reinvent the services that matter most to our communities and demonstrate the path we're on to becoming an open, nimble and effective Council.

2. **Digitally enabled, inclusive and connected communities** that recognise the increasing relevance of technology and work with the Council to solve problems in order to improve quality of life, position people for jobs of the future and stimulate participation in public life.

3. **Creating products and commercial assets** to realise potential commercial product offerings and support the expansion and creation of local digital clusters.

Vision

To become one of the UK's most inspiring spaces for digital advancement; an icounty characterized by a growing digital economy, a smarter public service and a stronger and more networked society.

The accompanying Digital Roadmap acts as a progress planner and record and highlights the initiatives, projects and activities – linked to the above three core pillars – that will enable Monmouthshire to realise its vision. Some of the activities and projects are foundational in that they provide for the essential infrastructure needed to support growth and new opportunity. Others will mean going back to basics and looking closely at all current services and capacity to ensure they are fit for the future. As we make progress, we will see that increasingly, activity will be growth focused and targeted at exploiting enterprise opportunities. By committing to the Digital Roadmap, we will be able to:

- Reclaim control of internal ICT services and provision through building products around our user needs that are of the highest quality

- Build software development capability that sets a new standard for public services

- Achieve sustainable efficiencies through savings on license fees and 'upgrade' costs

- Create new recurring revenue streams from products we create that might have relevance in the wider public service sphere

- Automate all manual and repetitive tasks, enabling our workforce to work in 'real-time'

- Make informed decisions based on accurate and up-to-the-minute joined-up datasets

- Understand and prepare for what the future holds around predictive technology

- Provide engaging and personalized experiences to the public

- Grow the local creative and technology sector, preparing and positioning our communities for jobs of the future

- Accelerate an enterprise culture, enhance quality of life and provide increased digital access and skills

- Grow a Science, Technology, Engineering and Mathematics (STEM) workforce and encourage communities to develop digital solutions to some of our most pressing challenges.

Fulfilling our potential

We live in the age of the digital society. Current, but already out-of-date estimates, suggest that more than 1 billion people are on Facebook; somewhere in the region of 400 million tweets are sent every day; social media is the number one activity on the web; every two seconds someone joins LinkedIn and children under the age of two have 'digital shadows'. Engagement with digital technology isn't just the preserve of younger generations either – grandparents are now the fastest growing demographic on Twitter. Social networking has proven to be the biggest shift since the Industrial Revolution. In four US states the Google self-drive car is already licensed and has traveled over 500,000 miles without accident and Amazon Prime Air is set to further revolutionise the way we shop.

The power of technology is such that we no longer have to find products and services – they find us. Technology is an enabler, a tool that helps whole societies, cultures and individuals to realise potential. It enables us to work together, be efficient and effective, interact with data and new products, engage meaningfully and in real-time and unlock opportunity – wherever it exists – to optimise quality of life outcomes. In Monmouthshire, we need to use technology to connect, adapt, be as productive as possible and make our space livable and investable.

Technology increasingly enables residents, businesses, the Council and other organizations, groups and services, to take advantage of everything our county has to offer – Your County, Your Way.

Monmouthshire's economy is built predominantly on Small to Medium-sized Enterprises, representing the key sectors of Tourism, Agriculture, Food and Recreation. Technology – as well as an emerging growth sector in its own right – can help heighten the relevance of these traditional industries and sectors. Our strong and active civic society is testament to the growing impetus around social innovation, however, more than 50% of our population lives in communities fewer in number than 2,500. Essential infrastructure that allows residents to access the Internet not only generates higher levels of facilitates higher degrees of interaction and inclusion, it can help grow the knowledge and skills needed in current and future employment markets.

A smart population supports growth of a skilled workforce, which creates opportunities for inward investment, and indigenous growth. Our environment and unique cultural heritage attracts many hundreds of thousands of visitors – but mainly from within the UK. MonmouthpediA – the world's first 'wiki-town' has given us a taste of what happens when technology opens up our space and word of mouth goes global.

We know from experience, that when the Council applies technology to its operations and services, we enhance our core value-base through maximising openness, a sense of teamwork, co-operation and flexibility. Through key technological developments we are able to improve business processes, reduce operating costs, drive up the potential for income generation and understand our residents better, providing them with the tools to engage their networks; personalize their experience and enjoy the systems and services that respond to their needs.

Understanding, why?

The Digital Roadmap sets out what we are going to do in and how we are going to do it. iCounty focuses primarily on conveying WHY we have embarked upon this approach and starts to provide a flavor of some of the key delivery themes:

- To become a high performing organization. This will involve:
  - Reducing dependency on legacy and proprietorial systems
  - Creating world-class internal development capacity
  - Building common technology platforms
  - Strategically aligning IT investments through consolidation, standardization and simplification

- To produce new insights and intelligence from near or real-time 'open data' for key services to perform better as a result of:
  - The ability to make evidence based decisions
  - Automating slow and repetitive processes
  - Improving monitoring and control through on-demand reporting
  - Consolidating digital content platforms

- To promote and invest in the local talent pool. This will require:
  - Growing a local STEM network
  - Increasing take-up of computer science related courses and training
  - Focusing economic development strategies on the potential for growth in the digital and creative industries sectors

- To increase public engagement and social networks to create more opportunities for digital inclusion and working together, by:
  - Providing greater access to digital utilities
  - Encouraging digital inclusion through maximizing use of facilities and services in public outlets and working with partners like local Credit Unions and Housing Associations to make available older equipment at significantly discounted rates
  - Promoting council openness through citizen access to useable information and enabling residents to submit their ideas, requests and concerns

- To expand local infrastructure capacity for public services and underserved members of the public and enterprise community. This will include:
  - Making available broadband for all and free Council sponsored wi-fi zones
  - Building new cloud models for enterprise and government
  - Promoting technology-rich learning in all our schools and learning zones and embedding within our 21st Century Schools' Programme
  - Rolling-out Bring Your Own Device

- To build products for our own use that have the potential for commercial growth
  - Maximizing the potential for income generation
  - Demonstrating and exemplifying the future of digital public services
  - Illustrating that custom-built products can be more cost-efficient and deliver better customer outcomes

Digital
Roadmap

Key properties and themes

The themes identified in the Roadmap are closely inter-connected and a sequence has been determined based on the need to build the essential foundations ahead of growth and advancement. Commercialization and productisation are seen as bi-products of strong foundations, sustainable growth and a desire to firstly and fundamentally, improve digital leadership in public services. Many of the programmes, projects and activities in the Digital Roadmap activities are captured within the key priorities and themes below:

1. Improving internal systems, data and infrastructure

In order to provide our communities and County with leading-edge digital services and to create game-changing products, it is vital that modern infrastructure and systems are in place that, enable the Council and its agile workforce to deliver the iCounty vision. This will include:

- Launching the Digital Roadmap concept

The digital roadmap is the 'live' action plan that accompanies the strategy. To be successful, the Roadmap, its goals, activity and operations, need to be distilled across the organization and its network. As investment is required or re-prioritised, governance will become critical and a robust but straightforward approach needs to be taken to supporting the Roadmap activities.

- Developing effective systems and infrastructure

Across the organization, we have examples of expensive legacy systems, duplication of business logic and disparate data models. This collectively can lead to data loss, inefficiency, manual effort and above all, high maintenance and support costs. Reviewing this history will enable us to reduce costs, make more intelligent use of data and provide greater insights across service areas.

- Reducing reliance on costly legacy systems

Conventional practice within the public sector often sees technology largely purchased from established software vendors. This has resulted in cases where expensive systems are made even more costly by license fees and upgrades. This often deems systems unfit for purpose and impossible to upgrade without incurring additional outlay. We want to explore the opportunity to become more self-sufficient, through reinvesting some of the costs associated with such contracts, in building our own bespoke software solutions.

- Reviewing Shared Resource Services (SRS)

In conjunction with partners Torfaen CBC and Gwent Police we are currently midway through

a strategic review of SRS. This is focused on three major areas: re-defining our 'core service needs'; re-purposing governance structures and testing the business model in order to demonstrate clear Returns on Investment. We fully expect the review of SRS to build on the themes highlighted in this strategy and clearly identify the contribution of SRS in delivering the relevant services, projects and core activities set out in the Roadmap.

- Open Government

We are working to become more efficient and effective across service areas by aiming to gather, publish and evaluate data to improve our processes, services and decision-making. Ensuring our decisions are evidence–based will help us reduce costs and importantly, offer the kinds of services our communities actually want to receive. We will continually aim to use technology to optimise our relationship to residents and provide services in a more relevant, viable and timely way.

2. Digitally enabled and inclusive smart communities

As a vehicle for delivery, the Digital Roadmap is a community-focused tool that seeks to deliver real benefits and quality of life improvements to local people. We want to design engaging digital services that enable outstanding customer care and empower people to get the most out of their interactions with the Council and their communities.

- Increasing community engagement

Digital exclusion exists in Monmouthshire. Access to universal broadband is restricted and whilst this might be part-addressed through the roll-out of Superfast Cymru and options exist to connect smaller rural communities that are currently 'off the radar' – opportunities exist to encourage local people to utilise digital mechanisms to enable 'self-service'. We will work with our communities to provide support and where appropriate investment, to make it as easy as possible to perform key tasks and obtain information.

- Providing effective near/real-time open data

An essential function of our Council is to provide the public, regulators and policy-makers with relevant and timely information. Currently a significant amount of time and resource goes into making data available – yet this is not optimized. The Roadmap sets an objective to provide a new 'linked' platform that can extract information from multiple data sources. This will enable the construction of tool that could provide real or near real-time data to our public enabling developers to make use of our data to solve problem and potentially create new income opportunities.

- Promoting computer science and coding

It is well documented that there is a global and local shortage of computer coders with which to sustain the ever-growing demand. In order to tackle this issue, we want to go back to grass-roots and to teach children to code from a young age and work progressively with them through the education system and beyond. We are aiming to create models and initiatives that could be adopted nationally and to begin implementation of the thought-leading ideas identified in the national ICT Report for Welsh Government.

- Engagement with local industry

Investing in local talent can help future-proof local industry. However without an eco-system of creative-sector businesses; digital specialists will have no option but to find work outside of our county. We want to make best use of the local skills that exist to help foster new and innovative start-ups. It is a key principle of the Roadmap that we utilise local talent to deliver aims, in order to create the kinds of local networks that grow and prosper.

- Contribution of CMC2

As our own company, CMC2 has an integral role to play in contributing to delivery of iCounty. CMC2 is building its competency in software development, creating new customized packages and working with services to develop solutions to specific challenges. Technology plays a key role in helping re-purpose and future-proof public services and CMC2 is growing its development function in order to fulfill the demand for specialist strategic advice and best practice support. In addition, closer links are being forged with communities and businesses in order to understand how technology can increase our economic competitiveness and community resilience.

3. Creating products and commercial assets

There are significant opportunities to exploit the potential for new products that generate recurring revenue streams. Given the potential for CMC2 to play a significant role in developing products that enable service and system redesign, there is an opportunity to create products that solve critical internal problems, which could then be sold on to other organisations.

- Developing commercial products

We will aim to solve problems within the organisation with custom-built software. If these prove successful, there will be opportunities to onward sell them via CMC2, should conditions allow. In addition to reducing reliance on costly proprietorial software, we can build new

revenue streams and a new type of development capability.

- Launching start-up incubators

It may be beneficial in some cases to use existing products developed by local businesses. There are opportunities to work with small start-ups to support development of ideas and product prototypes. We will aim to establish a start-up incubator, that will seek to spawn a new generation of successful products and businesses. One model might be to provide coaching, mentoring and investment in exchange for equity shares in new products, systems and services. Such a 'Future Public Services' digital development zone could establish our profile as a creative hub in the region.

- Addressing the growing skills gap

Coupled with the 'grass-roots plan' for tackling computer science skills, we must also support existing businesses to improve their skills and provide the appropriate resources and training schemes, to allow them to compete successfully in the global marketplace. We will aim to provide specific developmental support to enable delivery of increased Return on Investment for local industry. Tech meetings, hack-days, training funds and mentoring are just a few of the options we will consider to address the skills gap.

Making Good Decisions

The current ICT Programme Board is set to be refreshed to enable a robust governance structure that empowers and liberates the enablers, animators and deliverers of iCounty. The board will be responsible for strategic oversight of the Strategy and Digital Roadmap and in a highly disciplined but light-touch way, will:

- Ensure the appropriate linkages across the three strands of iCounty
- Oversee the resourcing of key programmes that underpin the strategy and mobilizing the talent both within and outside of the organization to help deliver them
- Connect and align other partnerships boards and groups – SRS, EAS, CMC2 and community based initiatives
- Develop effective policies and frameworks that enable the strategy to flourish and continually grow its effectiveness
- Identify gaps in the market and exploit them through innovation and enterprise
- Connect strategic direction with operational development and capacity
- Monitor, manage and mitigate risk and feedback loops so that failure is embraced as a learning tool

It is proposed that Members of the Programme Board will comprise the relevant cabinet members, alongside the Chief Officer, service head, finance manager and SRS and CMC2 colleagues as well as external experts and other interested parties who can be co-opted as required.

Measures and markers of success

To ensure the County benefits from opportunities for involvement, information and inclusion through technology, we will work with the enterprise community, other public service partners, the community sector and residents to implement the activities and projects set out within the Digital Roadmap. While some of partnerships will require greater time and investment, the opportunity to achieve scale and build critical mass means a greater payoff.

The following Performance Measures, set out by area of impact, will be used to track and evaluate the success of iCounty over time.

1. EFFICIENCY AND EFFECTIVENESS
- % cost savings – business efficiency achieved
- % Increased revenue generation
- % of internal systems re-built & redesigned
- Estimate of net value added

2. SERVICES
- Numbers of council produced data-sets and tools available to public
- Number of council related apps produced and available
- Increase in customer satisfaction
- Increase in response times for digitally reported issues
- % increase in use of digital services
- Number of issues resolved using social media

3. ENGAGEMENT
- No of open data-sets available for public use
- No of residents using web based services
- Level of social media interaction
- % increase in web hits
- Number of county-based digital partnerships and schemes

4. ACCESS

- No of free public wi-fi hotspots
- No and use of free agile working centres
- No of residents using free Council-provided wi-fi
- Community broadband schemes complete
- % of residents with internet at home/ business
- average county-wide broadband speed
- No of residents with access to technology
- Number of students with access to technology at school
- No of students involved in STEM

5. SKILLS AND JOBS

- No of residents receiving formal digital training
- No of residents using a PC or mobile device at home
- No of social media accounts in the county
- Number of tweets sent from accounts in the county
- Average salary level
- % growth in creative and knowledge based sectors
- Level of overall economic resilience

Conclusion

'In a virtual world of infinite abundance, only creativity could be in short supply' *Jaron Lanier, Who Owns the Future? 2013*

iCounty focuses on creating the conditions for Monmouthshire to maximize the contribution of technology to delivering sustainable and resilient communities. Technology has limitless capabilities and whilst investment, resources and infrastructure are all critical in building Monmouthshire's future as an iCounty – what Monmouthshire can offer technology is arguably of greater significance. As a county rich in ideas, skills, assets and social capital, unique potential exists to create something special. Empowering people to work together, access data and information, pursue new opportunities and ways of working and make great things happen will help ensure Monmouthhsire becomes more connected, networked, innovative and genuinely community-led. As a relatively small community, we have an opportunity to demonstrate why speed and agility should be favoured over size and scale. As a contemporary Council, we have an opportunity to show that technology can achieve horizontal networks that empower people and supersede conventional networks and hierarchy. As an creative County, we have an opportunity to constantly accelerate social, economic and environmental progress driven by rapid technological advancement.

iCounty cannot be a strategy that sits on a shelf – it must be live, dynamic and embody its values. To make it so, we need your input. How can you use your ideas, talents and resources to enable Monmouthshire to become an iCounty? Whether you are a STEM professional, technology entrepreneur, gaming addict, an 8 year old 'born digital' or simply have an insatiable hunger for technology and how it could build a better Monmouthshire, then we need to hear from you. iCounty is the start of our conversation with you about a shared digital future and we want to hear all contributions, ideas and suggestions no matter how big or small at www.monmouthshire.gov.uk/digitalroadmap. Our work to date has taught us that the power of digital to catalyze progress is limited only by the power of the human mind. So we need lots of minds - and hearts too - because we want an iCounty as spectacular and awe-inspiring as its backdrop.

monmouthshire
sir fynwy

Launch the digital roadmap concept and model	Develop effective infrastructure and systems	Automate manual businesses processes and workflows	Increase engagement across culture, tourism and the arts	Provide seamless access to real-time open data feeds	Promote coding and computer science	Engage with and support the tech industry	Develop commercial services and products	Doing	Done
Create a governance framework to manage the roadmap	Increase access to free Wi-Fi in public places	Undertake an audit to identify processes that can be automated	Develop a subscription based streaming media service for libraries	Develop an open data platform based on APIs	Run regular hack day events	Launch a tech incubator to grow small businesses	Develop a work management system (scheduling, tracking, reporting and projects)	Setup a software development team	Setup a technology strategy board (TSB) to steer technology requests
Launch a campaign to increase broadband adoption	Connect people with broadband in greater need through funded initiatives	Develop systems to manage reporting of performance data	Digitise museum collections	Provide an API allowing access to a public dataset	Launch a tech talk series	Appoint sponsors to support digital development	Develop a syndicated user ID service	Find effective delivery partners to support digital development	Review existing digital or technology groups to avoid duplication of effort
Launch the roadmap concept in the media	Introduce greater broadband choice	Implement a digital project management solution	Re-design the MCC website to increase usability and impact as a digital showcase	Develop an app using open data	Provision Raspberry Pis across schools	Attract more engineering teams and talent to the area	Develop an online learning platform	Create an approved list of suppliers to create competition	Develop a case management prototype for Children and Adult Services
Plan of engagement to involve the public in the roadmap	Undertake a technology audit to identify the hardware and systems in use	Implement a digital work management solution	Create a social media presence and provide news and commentary	Create a developer community portal	Develop a coding challenges web app	Support technology startup infrastructure needs	Develop a schools MIS to disrupt Capita stranglehold	Create toolkits for startups and small to medium enterprises	Firm up digital strategy, vision and objectives
Create PIDs for the three main strands of work - engagement, commercial, and coding for young learners	Introduce a software selection process to encourage using the right tools for the job	Build data collection service		Develop an app with a third-party using open data	Create a software academy for aspiring developers	Support businesses through digital resources and toolkits	Develop a Wales cloud service	Launch regular coding sessions for schools	Develop a British Cycling online presence
Obtain departmental support and alignment with on-going and planned activities	Create a single content management platform	Setup mission control dashboard			Lead the adoption of the recommendations outlined in the MG ICT report	Promote the digital sector through events and awards	Develop big data reporting services	Create leisure dashboard	Confirm the group members take the roadmap forward
	Transition to cloud hosting and an asset host	Setup education dashboard				Address skill gaps providing training programmes	Develop an event management system		Develop a book of freelancers to scale up/down quickly
		Build performance web app					Develop a streaming media service		Sign-up as the Welsh centre for the YRS festival of code
		Develop a single payment platform for each service area					Develop a streaming media service		Create a technology framework to provide a more consistent approach

		Adopt or develop an integrated CRM product					Develop a white labelled object/collections portal	Audio dictation for social care services
							Develop a mobile payment gateway	
							Develop a platform as a service solution	
							Develop a coaching app (based on the RESULT concept)	
							Develop a secure file transfer client	
							Marketing and advertisement platform	
							Develop a database-driven app for homeless servicess	

SCHEDULE 12A LOCAL GOVERNMENT ACT 1972
EXEMPTION FROM DISCLOSURE OF DOCUMENTS

Meeting and Date of Meeting:	**Cabinet** **17th June 2014**
Report:	**STAFFING MATTER**
Author:	**Peter Davies, Head of Commercial and People Development**

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:
Information relating to particular individuals as described in Paragraph 12 of Part 4 of Schedule 12A to the Local Government Act 1972.

Factors in favour of disclosure:
Openness & transparency in matters concerned with the public purse.

Prejudice which would result if the information were disclosed:
Implied term of mutual trust and confidence in contract of employment.

My view on the public interest test is as follows:
Factors in favour of disclosure are outweighed by those against.

Recommended decision on exemption from disclosure:
Maintain exemption from publication in relation to background paper only

Date: 20th May 2014

Signed:

P̲ost: Head of Commercial and People Development

I accept/do not accept the recommendation made above

Signed:

          Kellie Beirne – Chief Officer

Date: 20th May 2014