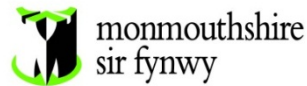


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
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Usk
NP15 1GA

Tuesday, 25 February 2020

Notice of Reports Received following Publication of Agenda.

Cabinet

Wednesday, 4th March, 2020 at 2.00 pm,
Steve Greenslade Room, County Hall, Usk

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

Item No	Item	Pages
3.3	<p>VISION MONMOUTHSHIRE 2040: 'GROWING YOUR BUSINESS IN MONMOUTHSHIRE' - DRAFT INWARD INVESTMENT PROSPECTUS <u>Division/Wards Affected:</u> All</p> <p><u>Purpose:</u> To present the draft 'Vision Monmouthshire 2040: 'Growing your Business in Monmouthshire' Inward Investment Prospectus. The drafting of this Prospectus follows the approval of the Economic Growth and Ambition Statement by Cabinet in November 2019, which set the economic ambition for the County.</p> <p>The purpose of the 'Vision Monmouthshire 2040: 'Growing Your Business in Monmouthshire' Prospectus is to work alongside the Economic Growth and Ambition Statement and the Replacement Local Development Plan (RLDP). The documents will work collectively in identifying and encouraging suitable employment sites and premises for development. The Prospectus will be followed by a more detailed 'Monmouthshire Business Growth and Enterprise Strategy' setting the scene for Monmouthshire's growing 'inclusive economy'.</p> <p><u>Author:</u> Cath Fallon (Head of Enterprise and Community Animation)</p> <p><u>Contact Details:</u> cathfallon@monmouthshire.gov.uk</p>	1 - 26
3.4	SRS TACTICAL PLAN AND FUTURE DATA HOSTING ARRANGEMENTS	27 - 76

Paul Matthews
Chief Executive

SUBJECT:	VISION MONMOUTHSHIRE 2040: 'GROWING YOUR BUSINESS IN MONMOUTHSHIRE' – DRAFT INWARD INVESTMENT PROSPECTUS
MEETING:	CABINET
DATE:	4TH MARCH 2020
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To present the draft '**Vision Monmouthshire 2040: 'Growing your Business in Monmouthshire'** Inward Investment Prospectus. The drafting of this Prospectus follows the approval of the Economic Growth and Ambition Statement by [Cabinet](#) in November 2019, which set the economic ambition for the County.
- 1.2 The purpose of the '**Vision Monmouthshire 2040: 'Growing Your Business in Monmouthshire'** Prospectus is to work alongside the Economic Growth and Ambition Statement and the Replacement Local Development Plan (RLDP). The documents will work collectively in identifying and encouraging suitable employment sites and premises for development. The Prospectus will be followed by a more detailed 'Monmouthshire Business Growth and Enterprise Strategy' setting the scene for Monmouthshire's growing 'inclusive economy'.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the draft '**Vision Monmouthshire 2040: 'Growing your Business in Monmouthshire'** Inward Investment Prospectus'. (Appendix A).

3. KEY ISSUES:

- 3.1 Monmouthshire is keen to capitalise on:
 - its key strategic gateway location as a beautiful rural county, with close proximity and easy access to the high growth areas of Cardiff, Bristol and Birmingham;
 - its deliverability as a high quality lifestyle destination with an excellent quality of life; and
 - its position as a key delivery partner in the Cardiff Capital Region City Deal, the largest City Deal in the UK.
- 3.2 **Vision Monmouthshire 2040** sets out our aspirations for Monmouthshire as:
 - A dynamic place to do business;
 - A credible place to invest; and
 - An incredible place to live, visit and stay.

With priorities to:

- Raise the profile of Monmouthshire as a key investment opportunity for the private sector;
- Lay the ground rules for an economic environment which enables businesses to land and expand and provide sustainable employment opportunities for local people;

- Attract funding and investment to Monmouthshire to create the right conditions for ‘an inclusive economy’ – equitable, sustainable, stable, participatory, growing; and
- Set an ambition which is sensitive to the landscape to ensure Monmouthshire remains an incredible place to live, visit and stay.

3.3 However, recent research has identified some issues within the County’s current employment land allocation that are stifling our economic ambitions i.e.:

- Monmouthshire has a diverse stock of commercial property yet the market is being impacted by a lack of available premises across a wide range of property types. Businesses therefore have a limited choice or are having to remain in sub optimal premises;
- There is latent demand for offices premises and small units which are modern, good quality, on flexible terms and suitable for contemporary business needs;
- Spatial distribution of allocated sites is currently unbalanced with the largest employment allocations in the South and very little allocation in the North;
- Some allocated business and industrial sites have not been developed for various reasons, which may result in deallocation from the RLDP; and
- There is limited private sector investment in ‘shovel ready’ employment sites.

3.4 In order to ‘Grow Business in Monmouthshire’ we therefore need:

- Employment land (B uses) of a minimum of 42ha over the period of 2018 -2033;
- Infrastructure investment and land owner agreement to enable the largest employment allocations to move forward; and
- A balanced portfolio of sites preferably with appropriate planning consent, constraints and services addressed.

3.5 This will enable:

- the needs of the existing economic base to be accommodated whether for expansion, contraction or relocation;
- targeted high value economic activity;
- high value-added investment projects and industries to overflow from the expensive South West and the Cardiff Capital Region, into affordable accommodation in Monmouthshire. This will create a critical mass of high value growth industries ‘spinning out’ from the ten universities within the ‘Great Western Gateway’ regional powerhouse footprint;
- accommodation of specific sectors such as food and drink and other self-selecting cluster development to take place; and
- regeneration opportunities in our town centres, encouraging the use of upper floors and conversion of co-working or incubator space for start-up and small businesses, generating increased footfall on the County’s high streets.

3.6 The appended ‘**Vision Monmouthshire 2040: ‘Growing your Business in Monmouthshire’** Inward Investment Prospectus sets out what the County will need to address the current gaps in employment land provision in order to provide a balanced

portfolio of employment opportunities. Officers from various services which include Planning, Economic Development and Commercial Investment will use the Prospectus to highlight the issues that have been identified and to stimulate discussion.

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

4.1 An Equality Impact Assessment has been undertaken (Appendix B) which demonstrates that the draft '**Vision Monmouthshire 2040: 'Growing Your Business in Monmouthshire'** Prospectus demonstrates compliance with the five well-being ways of working, supports the well-being goals and concludes that associated activities are expected to have a positive impact on all groups and people with protected characteristics.

5 OPTIONS APPRAISAL

5.1 Since the production of the Monmouthshire Business Growth and Enterprise Strategy in 2014, the regional economic landscape has changed significantly. There is therefore a strong desire to capitalise on emerging economic development opportunities.

5.2 As the Council is currently producing an RLDP, joint research has been undertaken to ensure that the future RLDP, the Economic Growth and Ambition Statement and the appended '**Growing Your Business in Monmouthshire'** are data driven. This data is enabling both the Planning and Economic Development services to take intelligent decisions, based on modelled scenarios of future growth sectors and future skills needs, to facilitate the Council in identifying significant potential growth and development opportunities for the County.

5.3 In concluding the research, key strengths, challenges, weaknesses and opportunities have been identified as detailed in Table One below.

Table One: Monmouthshire's Key Strengths, Challenges, Weaknesses and Opportunities

Strengths	Challenges
<ul style="list-style-type: none"> • Dynamic county, diverse, resilient economy - One of UK's most popular year round tourism destinations, 33% protected environment; • Geographically well connected, key strategic location, enviable centrality, excellent road infrastructure - all corners of the county benefiting from connections to major trunk roads; • Home to plethora of successful tourism, food and agricultural businesses. Attracting, sustaining and growing, strong core of manufacturing, digital and tech businesses; and • An incredible place to live - Monmouth (2014) and Chepstow (2019) cited in the 'Sunday Times Best Places to Live'. • Young People: • Well educated - Monmouthshire 1/22 Welsh LA's with young people aged 16-19 with Level 3 qualifications 	<ul style="list-style-type: none"> • Ageing population: By 2036, 36% of the population over 65; Median Age 48 – Oldest in CCR. • Young People: <ul style="list-style-type: none"> • Underemployed - Monmouthshire 19/22 for work opportunities befitting our young people's qualifications. Lack of a university presence leading to a significant proportion of out migration. • Economy is Dual: Live/work residents Gross Average earnings £25,360 p.a. compared to live/out commute residents' £32,416 p.a.; • Environment - beautiful landscape but topography leads to Digital Deprivation – 12.5% compared to 3-4% rest of CCR; • Out commuting - rates of 40% impact on ability to reduce air pollution and the Council's pledge to 'Go Carbon Neutral' by 2030; • Housing <ul style="list-style-type: none"> • Expensive - average house price of £307,000 – the highest in Wales. Residents living and working in county unaffordable ratio of earnings to house

	<p>prices is 12:1; Residents living and out-commuting unaffordable ratio of 9:1; and</p> <ul style="list-style-type: none"> • In short supply - an affordable housing waiting list for bands 1-4 of 2021 households (January 2019).
<p>Opportunities</p> <ul style="list-style-type: none"> • Demographic – Liveability attracts talent – the right opportunities can attract and retain a younger economically active demographic and reduce our Median age; • Education and Skills - key priority for Council - build upon the 1st class education to address under employment; focus on growing our own start-up scene to encourage students to think of their home county as the natural place to start their new business; • Our incredible landscape and our pledge to strive to ‘Go Carbon Neutral’; • Key growth sectors for investment: <ul style="list-style-type: none"> • Manufacturing – relatively large and growing, bucking the national trend; • Business, professional and scientific – growing from a small base but potential to grow further; and • Arts, entertainment and recreation – growing well and is well represented 	<p>Threats</p> <p>Our population Unless we reduce our average Median age there will not be enough employed residents to support our wider population and public services;</p> <p>Our young people Unless we attract a broader range of employment opportunities, we will continue to turn out fantastic, well qualified young people who will have to leave Monmouthshire to earn a living;</p> <p>Our economy Unless we provide quality employment sites and premises our existing businesses may need to move out of county to grow and opportunities to encourage new business start-ups will be limited. Without action, our population will age, making the county less attractive to investors and businesses;</p> <p>Our environment Unless we provide adequate public and active transport options, broadband infrastructure and employment opportunities, our out-commuting rates and carbon emissions will continue to rise and the environment will continue to suffer; and</p> <p>Our Housing stock Unless we address the need for affordable and varied housing stock the average age of Monmouthshire residents will continue to increase and our younger population will continue to struggle to get on the housing ladder.</p>

Risk Analysis – The threats listed in Table One above represent key risks if no action is taken.

6 REASONS:

6.1 The **Vision Monmouthshire 2040: Growing Your Business in Monmouthshire** Inward Investment Prospectus sets out the County’s vision, ambition and priorities for an inclusive

economy. Both the appended Prospectus and the preceding Economic Growth and Ambition Statement, will inform a more detailed Monmouthshire Business Growth and Enterprise Strategy in 2020/2021 following a further period of research and consultation.

7 RESOURCE IMPLICATIONS:

7.1 The '**Vision Monmouthshire 2040: Growing Your Business in Monmouthshire**' Inward Investment Prospectus is a strategic document setting out the Council's aims and priorities for future growth. There are no additional associated budget implications.

7.2 The Replacement Local Development Plan is emerging and the second call for candidate sites will be launched on 9th March. This call will run for 12 weeks with a closing date of 1st June 2020. During this period the Council is keen to work pro-actively with the private sector and engage with the local market to develop a balanced portfolio of employment sites and Officers will provide suitable advice and support to bring sites forward. The Council is keen to consider becoming an investment partner or a 'co-funder' should a proposal meet the necessary investment criteria and would welcome a dialogue with interested parties.

8 CONSULTEES:

- Cabinet
- Senior Leadership Team
- Economy and Development Select 26th April 2018 and 14th February 2019; Member's LDP workshop 22nd January 2019
- Business consultations have included Monmouth Chamber of Commerce, Monday 7th October 2019 and a wider business engagement event on Monday 14th October 2019.
- Further business consultations will be arranged following approval of the appended Prospectus.

9 BACKGROUND PAPERS:

Appendix A: '**Vision Monmouthshire 2040: Growing Your Business in Monmouthshire**'
Appendix B: Future Generations Evaluation

10 AUTHOR:

Cath Fallon (Head of Enterprise and Community Animation)

11 CONTACT DETAILS:

Tel: 07557 190969

E-mail: cathfallon@monmouthshire.gov.uk



Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p>Name of the Officer Cath Fallon</p> <p>Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk</p>	<p>Vision Monmouthshire 2040: Growing Your Business in Monmouthshire</p>
<p>Name of Service: Enterprise and Community Animation</p>	<p>Date: Future Generations Evaluation 17th February 2020</p>

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

1. Does your proposal deliver any of the well-being goals below?

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The Inward Investment Prospectus aligns with the CCR Regional Cabinet’s Vision and Regional Strategic Objectives to create 25,000 new jobs and leverage £4bn private sector investment.</p> <p>The Regional Strategic Objectives also reflect the need to focus on improving the quality of life of people and communities now and in the future and ensure the Regional Cabinet’s approach and actions are responsible and meet the regions current needs</p>	<p>There is a strategic imperative to ensure that Monmouthshire is able to play its part in the region by maximizing our economic growth and wealth creation capability, and increasing our productivity in order to increase the GVA for the county and the country.</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>without compromising the quality of life of future generations.</p> <p>The Regional Strategic Objectives support the well-being of 'a prosperous Wales' and are detailed as follows:</p> <ol style="list-style-type: none"> 1. Prosperity and Opportunity ; Building the capacity of individuals, households, public sector and businesses to meet challenges and grasp opportunity creating a more productive economy; 2. Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future; 3. Identity, Culture, Community and Sustainability - Forging a clear identity and strong reputation as a City-Region for trade, innovation, and quality of life; 	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>MCC Cabinet and the Regional Cabinet, as decision makers, will need to consider existing and future demands which will include new forms of sustainable energy generation, housing, new infrastructure, and facilities which will generate job opportunities such as strategic sites.</p> <p>In response to these pressures both decision making bodies will seek appropriate advice, and work in a way that ensures efficient and effective solutions that not</p>	<p>See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p> <p>As part of its economic development and regeneration plans the Council will seek to use natural materials in the design and layout of any town improvement schemes which will complement the work of the green corridor improvements to support</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>only maintain the environment but where ever possible enhance it and make it more resilient, supporting economic growth with responsible environmental management.</p> <p>The Council's plan to improve broadband infrastructure will also raise awareness of biodiversity and climate change issues and encourage positive participation.</p>	<p>and help deliver the Council's green infrastructure (GI) plan for pollinators.</p> <p>Improvements to broadband infrastructure will also enable citizens to work from home thus reducing out-community and therefore carbon emissions.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>There is a clear evidence base that demonstrates that for the majority of people being in good secure work is better for their health than being out of work. Employment has social, psychological, and financial benefits that improve health.</p> <p>The aims of this statement will help create additional good quality jobs and support people to up skill to fill those roles will assist in supporting the well-being goal of 'a healthier Wales'.</p>	<p>See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The details in the strategic Objectives related to connectivity, transport and digital; vibrant and vital economy and urban centres; and affordable housing will all contribute to support this goal.</p> <p>The aims of this statement will help support the well-being goal of 'a Wales of cohesive communities'. Improved broadband access is proven to reduce social isolation and promote independence.</p>	<p>See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet will seek to support the regions communities and the wellbeing goals.</p> <p>Improved broadband infrastructure is also proven to encourage wider participation in community and voluntary work.</p>
<p>A globally responsible Wales</p>	<p>The Prospectus aligns with the ambition for the CCR City Deal, which is intended to deliver sustainable</p>	<p>See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	<p>economic development and growth. The Plan also refers to the region's role on the international and national stage forging a clear identity and strong reputation.</p> <p>This is referenced in the CCR's "Strategic Objective 3 – demonstrate commitment to a sustainable future and acknowledge our global responsibility".</p>	will seek to support the regions communities and the wellbeing goals.
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Prospectus aligns with the CCR's Strategic Objective 'Identity, Culture, Community and Sustainability' and specifically refers to the development and promotion of the regions world-class cultural and recreational opportunities exploiting the regions natural beauty and historic areas.</p> <p>Therefore, using the Strategic Objectives, detailed above, will assist MCC Cabinet and the Regional Cabinet in supporting the well-being goal of 'a Wales of vibrant culture and thriving Welsh language'. Regard will be given to the Welsh Language Measure 2011 and consultation and communication will have regard to the Welsh Language.</p> <p>Improved broadband access can also raise awareness of culture, heritage and the welsh language and encourage positive participation.</p>	See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet will seek to support the regions communities and the wellbeing goals.
A more equal Wales	The Prospectus aligns with the CCR Strategic Objective 'Inclusion and Equality' which states:	See the way of working detailed above and how the approach by MCC Cabinet and the Regional Cabinet

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>People can fulfil their potential no matter what their background or circumstances</p>	<p>Inclusion and Equality - A vibrant and sustainable economy which contributes to the well-being and quality of life of people and communities now and in the future. A vibrant and inclusive economy supports a mix of economic activities and promotes economic security and resilience. MCC Cabinet and the Regional Cabinet will promote:</p> <ul style="list-style-type: none"> • access to employment and economic opportunities; • participation in the labour market for all members of society; • access to a range of housing, including affordable; • access to education and training, to develop skills; • access to social and recreational opportunities. <p>Using this Strategic Objective will assist MCC Cabinet and the Regional Cabinet in supporting the well-being goal of ‘a more equal Wales’.</p> <p>Improved broadband access can also enable access to on line learning resources to enable them to fulfill their potential, whatever their background.</p>	<p>will seek to support the regions communities and the wellbeing goals.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The Prospectus acknowledges that the informing 'data is based on modelled scenarios of future growth sectors and future skills needs, to facilitate the Council in identifying significant potential growth and development opportunities for the county.</p> <p>The Prospectus therefore provides an opportunity for the Council to put in place a plan, which is flexible enough to set ambition in an ever changing climate, whilst also ensuring that any growth is inclusive and doesn't compromise the life chances of future generations.</p>	<p>The Prospectus demonstrates that MCC Cabinet and the Regional Cabinet are mindful of their responsibilities and that they will regularly undertake reviews to ensure they are achieving the correct balance in the short, medium and long-term.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>MCC works in collaboration with the ten local authorities of South East Wales in setting the economic ambition for the region. In defining the Regional Cabinet's 'Vision' there is a statement related to collaboration – "To make the most of the opportunities our combined size gives us, we must all work together – public sector, private sector, education establishments and our communities – for the benefit of all."</p> <p>A partnership approach will therefore be undertaken to ensure the best solution for our communities can be found.</p>	<p>The Council are developing an effective working relationship with the Office of the Future Generations Commissioner for Wales to ensure that opportunities to support the well-being goals are highlighted.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The local business community have previously been invited to participate in the development of the preceding Economic Growth and Ambition Statement and their views have been taken into account as detailed in the accompanying Cabinet report.</p>	<p>Further views from the local business community will be encouraged.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Monmouthshire is widely recognised as having a diverse, resilient and competitive economy with emerging opportunities.</p> <p>However, it is also a County where there are concentrations of poverty and where not all have access to the opportunities available. Improving accessibility to opportunities and increasing labour market participation is critical to support an improved quality of life for all the regions residents.</p>	<p>By investing resources in promoting skills; employment opportunity; job quality, security and progression the Council seek to promote more inclusive growth within the region.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The Prospectus has identified aims and priorities and the associated actions will be assessed on their potential to contribute to the high-level aims and strategic objectives; demonstrate value for money, use of the five ways of working and how they contribute to the well-being goals.</p> <p>Improved access to broadband can reduce carbon emissions, rural isolation and rural poverty. It can also provide access to learning which can increase skills and subsequently wealth and overall well-being.</p>	<p>The Prospectus demonstrates how the Council will work alongside the CCR Regional Cabinet to take an integrated approach when developing and assessing proposals and schemes.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The Council has developed a Prospectus which will benefit the County through the creation of more and better jobs, more housing, improved communication and improved skills. This will provide economic growth and infrastructure improvements that will benefit all including those defined as having protected characteristics.	It is considered that there are no adverse impacts on those with a protected characteristic, indeed the aims and priorities defined in the Statement will assist in supporting these groups as part of the communities.	The preceding Statement identifies the need to address the high median age of the population by providing opportunities to encourage inward migration from the working age population. Any proposed actions associated with the Statement will seek to mitigate any negative impacts by maximizing opportunities for all.
Disability	As per Age Line Above	As per Age Line above	As per Age Line Above.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	As per Age Line Above	As per Age Line above	In addition, all signage will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire

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

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	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>During the delivery of the programme of activities, safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	As above	As above
Corporate Parenting	<i>During the delivery of this programme of activities the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.</i>	As above	As above

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

The Statement has been founded upon the following:

- The Wellbeing of Future Generations Act;
- The Social Services and Wellbeing (Wales) Act;
- Prosperity for All;

- Growth & Competitiveness Commission Report Review and Recommendations Page 22;
- Cardiff Capital Region “Powering the Welsh Economy”;
- Equality Act 2010; and
- Welsh Language (Wales) Measure 2011
- Future Economies Analysis/findings in relation to the development of the replacement Local Development Plan

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

The Assessment demonstrates that the detail contained in the draft Economic Growth and Ambition Statement demonstrates compliance with the five well-being ways of working, supports the well-being goals and also demonstrates that associated activities are expected to have a positive impact on all groups and people with protected characteristics.

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Development of the Monmouthshire Business Growth and Enterprise Strategy 2040	2020/2021	Cath Fallon	

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

The impacts of this proposal will be evaluated on:	Six monthly via Economy and Development Select Committee
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration

1	Scrutiny – Economy and Development Select Committee	26th April 2018 and 14th February 2019	Future Economies Analysis research reviewed, draft Economic Growth and Ambition Statement scrutinised
2	Members LDP Workshop	22nd January 2019	Future Economies Analysis research reviewed
3	Business consultations with Monmouth Chamber of Commerce; wider business engagement event	Monday 7th October 2019; Monday 14th October 2019.	Future Economies Analysis research reviewed, draft Economic Growth and Ambition Statement scrutinised
4	Cabinet	6th November 2019	Vision Monmouthshire 2040: Economic Growth and Ambition Statement Approved
5	Cabinet	4th March 2020	Vision Monmouthshire 2040: Growing your Business in Monmouthshire Inward Investment Prospectus submitted for approval

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Draft Inward Investment Prospectus 2020

Growing your business in Monmouthshire

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In November 2019, Monmouthshire County Council's Cabinet approved the county's 'Vision Monmouthshire 2040: Economic Growth and Ambition Statement' setting the economic ambition for the county. The Statement works alongside the Replacement Local Development Plan, in identifying suitable employment sites and premises, to enable existing businesses to grow and to attract inward investment from new businesses in key growth sectors.

‘Vision Monmouthshire 2040’ sets out our aspirations to raise the profile of Monmouthshire as:

- A dynamic place to do business
- A credible place to invest
- An incredible place to live, visit and stay

With priorities to:

- **Raise the profile of Monmouthshire** as a key investment opportunity for the private sector;

- Lay the ground rules for an economic environment which enables businesses to land and expand and provide sustainable employment opportunities for local people;

- Attract funding and investment to Monmouthshire to create the right conditions for ‘an inclusive economy’ – equitable, sustainable, stable, participatory, growing; and

- Set an ambition which is sensitive to the landscape to ensure Monmouthshire remains an incredible place to live, visit and stay.



Why grow your business in Monmouthshire?

Monmouthshire is the most competitive economy in Wales, after the capital city of Cardiff, and is best placed for growth per capita (UK Competitiveness Index 2019). Its residents are also among the best qualified in Wales.

The county is **geographically well connected** in a key strategic location, with enviable centrality and excellent road infrastructure. Unusually it is a rural county which enjoys close proximity to the high growth areas of Cardiff, Bristol and the Midlands and is still only a 45 minute drive to Cardiff and Bristol airports.

Monmouthshire is a **high quality lifestyle destination** offering an excellent quality of life, attractive housing stock and schools. It is one of the UK's most popular all year round tourism destinations, receiving 2.24m visitors in 2018 and contributing £218.93m to the economy whilst supporting 2,989 FTE jobs. Its beautiful landscape and heritage make it an incredible place to live, with both Monmouth (2014) and Chepstow (2019) cited in the 'Sunday Times Best Places to Live' listing.



Why grow your business in Monmouthshire?

Monmouthshire is a key partner in the Cardiff Capital Region City Deal, the largest in the UK, and with the abolition of the Severn bridge tolls, Monmouthshire's relationship with the Bristol City Region and the South West is also set to strengthen.

Monmouthshire has many strengths which include the vibrant market towns of Abergavenny and Monmouth in the North and the greatest urban growth around Chepstow, Magor and Caldicot in the South. The County has a strong core of agri-food, tourism, manufacturing, digital and tech businesses. This success can be built on to generate further growth in a spectacular setting.

However, research has identified some issues within the County's current employment land allocation that are stifling our economic ambitions i.e.:

- Monmouthshire has a diverse stock of commercial property, yet the market is being impacted by a lack of available premises across a wide range of property types. Businesses therefore have a limited choice or are having to remain in sub optimal premises;
- There is demand for offices premises and small units which are modern, good quality, on flexible terms and suitable for contemporary business needs;
- Spatial distribution of allocated sites is currently unbalanced with the largest employment allocations in the South and very little allocation in the North;
- Some allocated business and industrial sites have not been developed for various reasons, which may result in deallocation from the RLDP;
- There is limited private sector investment in 'shovel ready' employment sites.

Be part of Monmouthshire's future

To Grow Business in Monmouthshire we need:

- Employment land (B uses) of a minimum of 42ha over the period of 2018–2033;
- Infrastructure investment and land owner agreement to enable the largest employment allocations to move forward;
- A balanced portfolio of sites preferably with appropriate planning consent, constraints and services addressed;
- A network of quality sites with varied characteristics in a mix of private and public ownership.

This will enable:

- The needs of the existing economic base to be accommodated whether for expansion, contraction or relocation;
- Targeted high value economic activity;
- High value-added investment projects and industries to overflow from the expensive South West and the Cardiff Capital Region, into affordable accommodation in Monmouthshire, creating a critical mass of high value growth industries 'spinning out' from the ten universities within the 'Great Western Gateway' regional powerhouse footprint;

- Accommodation of specific sectors such as food and drink and other self-selecting cluster development to take place;
- Regeneration opportunities in our town centres, encouraging the use of upper floors and conversion of co-working or incubator space for start-up and small businesses, generating increased footfall on the county's high streets.



What is the market demanding?

To address the current gaps in provision and provide a balanced portfolio of employment we need:

Requirement	Characteristic	Use Class	GVA Ranking H/M/L
Enhance our market towns Office Space Incubator Units Follow on Space	<ul style="list-style-type: none"> Serviced office & bespoke incubator units (Abergavenny and Monmouth) Out of town office spaces (Monmouth, Chepstow, Magor) Large scale incubator unit (any main town) Promotion of vacant commercial sites Conversion of redundant floor space to flexible employment space or housing 	B1 & mixed use	H
Science/business park B1 Hybrid Units	<ul style="list-style-type: none"> Well positioned, high quality units targeting start-ups, HE spin outs incubators, etc (South Monmouthshire with access to M4 & M48) 	B1	H
Strategic employment sites	<ul style="list-style-type: none"> Offering medium to large scale employment (1 in the South, 1 on the A449/A40 corridor) 	B1, B2	H
Industrial Park	<ul style="list-style-type: none"> Brownfield sites Multiple plots, new or close to existing provision, 15-20 acres (Sevenside/Abergavenny A40/A465 corridor) 	B1, B2, B8	M
Local Industrial Estates	<ul style="list-style-type: none"> Serving local markets 5 acre estates (In main towns) 	B1, B2, B8	M
Food and Drink/rural economy	<ul style="list-style-type: none"> Dedicated site, in suitable location with necessary infrastructure Min 5 acres (North Monmouthshire) 	B1, B2, B8	M
Hotel Accomodation, Anchor Tourism Sites	<ul style="list-style-type: none"> High end, boutique (Monmouthshire) 		M

Latent Demand

- The majority of enquiries received by commercial property agents are for small scale office suites and smaller scale industrial units up to 10,000 sq. ft.
- There is also a regular flow of enquiries for larger units of 50,000 sq. ft.
- There is a healthy demand for large second hand floor space for contract warehousing in Chepstow/Magor due to the abolition of the Severn bridge tolls however there is little currently available.

Looking to play your part in Monmouthshire's business growth?

The Council is keen to work pro-actively with the private sector and engage with the local market to develop a balanced portfolio of employment sites and will provide suitable advice and support to bring sites forward. The Council is keen to consider becoming an investment partner or a 'co-funder' should a proposal meet the necessary investment criteria, so please get in touch.

The Replacement Local Development Plan is emerging and the second call for candidate sites will be launched on 9th March. This call will run for 12 weeks with a closing date of 1st June 2020.

Please contact:

For Vision Monmouthshire 2040 or business development enquiries:
Please email: jameswoodcock@monmouthshire.gov.uk

For specific enquiries relating to Candidate sites:
Please email: planningpolicy@monmouthshire.gov.uk



REPORT

SUBJECT:	SRS TACTICAL PLAN AND FUTURE DATA HOSTING ARRANGEMENTS
MEETING:	Cabinet
DATE:	4th March 2020
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To outline the SRS Tactical Plan and its strategic intent for the SRS to de-commission the data hall in Blaenavon, replacing it initially with a move to a commercial scale purpose built data hall followed by cloud based solutions as appropriate.

2. RECOMMENDATIONS:

- 2.1 That Cabinet endorses the SRS Tactical Plan which supports delivery of the long-term strategic goals of the SRS and its partners and as outlined in the SRS strategy 2016-20.
- 2.2 That Cabinet acknowledges the strategic intent of the SRS Strategic Board to de-commission the existing data halls in the SRS, moving the provision to a commercial data hall, with a future migration to Microsoft Azure cloud or other SAAS cloud solutions.
- 2.3 As necessary for Cabinet or Council to receive future business cases and where investment requirements are unable to be absorbed by the SRS without recourse to increased partner contributions or one-off investment from partners.

3. KEY ISSUES:

- 3.1 As a result of two development sessions with the SRS Strategic Board in July 2019 a Tactical Plan was developed for the SRS and that serves as an annual guide to implement tactical SRS initiatives that incrementally achieve the Strategic Board's five-year

partnership strategy as agreed in January 2016. This strategy reflects a revitalised strategy for collaboration between SRS partner organisations.

3.2 The strategic aims for the SRS, and as agreed by the SRS Strategic Board, are to:

- a) Deliver effective ICT services from a single combined unit and operate as one SRS.
- b) Improve services to provide a solid foundation upon which partner organisations can operate.
- c) Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.
- d) Develop a capable, professional workforce that can meet the challenges within technology over the coming years.
- e) Provide a collaborative platform for public sector organisations to share common ground.

3.3 The SRS Tactical Plan documents the SRS collaborative initiatives that the SRS plans to execute and includes the budgeted initiative costs and milestones for delivery. The individual organisation projects are not typically included in the plan and are overseen and delivered separately.

3.4 The SRS Tactical Plan, the latest iteration of which is shown in appendix 3, outlines existing programmes of work. The gateway process adopted by the SRS Strategic Board allows it to consider, in conjunction with its Business & Collaboration and Finance & Governance Boards, collaborative programmes of work that partners wish to pursue. Three of these have already received strategic intent from the SRS Strategic Board to implement being:

- a) The continued rollout of Office 365 services;
- b) The continued implementation of PSBA GovRoam across all partners; and
- c) The continuation of the implementation of GovWifi across all partners and the subsequent removal of SRS Public due to the lower level of security.

- 3.5 A platform approach has been agreed by the Strategic Board called OneWales. The platform offers collaborative opportunities that have not been available to our partner organisations in the past. The platform as a project and standard set of services, is owned by the SRS. Each partner's process of migrating into the platform is an individual organisation project tailored to the needs of each partner.
- 3.6 There are a further 9 programmes of work where partners to the SRS have signalled intent to work together. These programmes of work highlight where the opportunities are for partners to collaborate and for the SRS to facilitate this on their behalf. This will in turn benefit not only the SRS but the partners themselves. These programmes of work exemplify the opportunities to have shared network platforms (for Sharepoint Online, core network and telephony), licencing arrangements (for SQL, Oracle and Microsoft Enterprise agreements) and device management (for mobile devices and telephone calling). Each of these programmes of work will be developed and business cases presented to the SRS Strategic Board for further consideration.
- 3.7 The gateway process has also resulted in the SRS Strategic Board confirming four programmes of work that will not be pursued further at this stage or at least through the Board. There may be future opportunities to pursue these programmes of work separately and each would be assessed on its merits and on the basis that there was both an intent and an appropriate case for collaborate. These programmes consisted of proposals for:
- A shared Revenues and Benefits licence model;
 - A shared Financial system implementation;
 - A shared Information @ Work implementation for documentation management
 - A shared HR/Payroll implementation – the Authority has drawn up its own specification and is procuring a new HR/Payroll system
- 3.8 The one remaining significant programme of work to be advanced comprises a review of the “on premise” data centre infrastructure in Blaenavon. Appendix 4 contains the future recommendations presented to the SRS Strategic Board in October 2019 and where it agreed to the development of a business case that looked to:
- a) Support a move to an alternate data centre facility for all services to avoid increasing capital costs in Blaenavon; and
 - b) A move to a revenue based, cloud services model for each partner.
- 3.9 The physical data centre in Blaenavon has been a fantastic asset to the SRS for ten years. The original purpose and thinking behind it still stands to this day as something that was the right thing to do at a point in time. All partners have enjoyed accredited, cost effective and secure services from this facility. The world, more importantly technology, has moved on at pace in those ten

years and we find ourselves in a position where others can provide these services over public infrastructure using hyper scale implementations, more securely at lesser cost and with an improved carbon footprint.

- 3.10 The SRS report identified that the data hall in Blaenavon is unsustainable and has a limited lifespan (maximum of 2 years) with the existing equipment and infrastructure. There is an estimated cost of £1.2 million to upgrade the existing equipment based on a report from their current contractor. This together with estimated running costs for the data halls of circa £800k per annum a year which are also unsustainable based on the other options available in the marketplace today.
- 3.11 The SRS Strategic Board on the 21st January 2020 agreed that the COO (Chief Operating Officer) progress a tender for the alternate data hall facilities, which would be returned to the Board for a decision. The COO advised that a detailed assessment would be required to formulate a financial assessment for the project and resourcing to pull together an outline business case for change. The assessment would be conducted by Red Cortex, a technical specialist that has been brought on board to advise the SRS. Partners would be required to prioritise the project to ensure that the change could take place within the timescales indicated.
- 3.12 The essential requirements for an alternative data hall provision are:
- The flexibility to increase or decrease our storage needs as required;
 - The use of 100% renewable energy which aligns with our Climate Emergency plan and will reduce energy costs; and
 - The mandatory requirement to operate a PSBA connection which is an essential requirement of a local authority provider.
- 3.13 In order to transfer to an alternate data hall provider the SRS will need to recreate the core infrastructure including network, firewalls and data storage. The storage racks in the alternate data hall will replace the racks in SRS.
- 3.14 The SRS and Monmouthshire adopted a cloud first strategy several years ago. The SRS has procured space within Azure, the Microsoft cloud. Cloud services such as Azure are more secure than many smaller data centres simply because they operate at such scale in large data centres around the world. This move would require a transition of systems as and when they are upgraded to be able to operate within a cloud environment whether this is within the Azure cloud or other SAAS cloud solutions as identified.
- 3.15 The SRS Strategic Board's preferred direction of travel is a hybrid model which comprises a complete move to an alternative data hall provider followed by a phased migration to the Azure cloud or other SAAS solutions as appropriate. This enables us to take immediate advantage of the decreased costs of energy usage with an alternative commercial scale data hall provider. Whilst at the same time allowing us to migrate systems into Azure cloud or other SAAS cloud solutions, either whilst systems are at end of life or having a fundamental upgrade.

- 3.16 The indicative timeline of proposals, subject to the approval of business cases by the SRS Strategic Board, and as necessary the relevant partners, are:
- a) In the first instance for the SRS to procure an alternate data hall solution and recreate the existing data hall so that all SRS partner's storage can be relocated from Blaenavon. It is anticipated that Monmouthshire and Torfaen will move their systems/data first and within the next 6-9 months.
 - b) In parallel for MCC to work with the SRS to assess which of our systems and processes can move from physical storage to Azure Cloud storage or other SAAS cloud solution. This will enable Monmouthshire to meet their strategic aim of moving all of our systems to Cloud.
- 3.17 It is worth clarifying that schools will not feature in this initial move and as a result of the significant Welsh Government EdTech funding that is being programmed into schools this year and that will divert available SRS resources. This delay presents an opportunity in that it will allow a full review and options appraisal to be undertaken of school data being moved from the data halls in Blaenavon and into the Cloud on the Welsh Government supported Hwb teaching and learning platform. Again a business case will be developed and presented back to the SRS Strategic Board for consideration and Monmouthshire schools will be engaged and involved throughout.

4. OPTIONS APPRAISAL:

- 4.1 The options appraisal, at a strategic outline level, is contained within appendix 4 and 5 and is as described above. In summary however the SRS have investigated potential solutions that included:
- a) Move the data hall to a more sustainable and economic data hall facility
 - b) Move all of our systems into the Azure cloud or other SAAS solution.
 - c) A hybrid model of the above two options, with a complete move to an alternative data hall prior followed by a phased migration to the Azure cloud or other SAAS solution.
- 4.2 As stated above the recommendation made was to pursue a hybrid option and which affords greatest flexibility and affordability considerations.

5. EVALUATION CRITERIA:

5.1 An evaluation assessment has been included at Appendix 1 for future evaluation of whether the decision has been successfully implemented. The decision will be reviewed after 12 months and on an ongoing basis.

6. REASONS:

6.1 The SRS data centre in Blaenavon is unsustainable and the SRS Strategic Board have indicated the strategic direction that the data hall should be decommissioned and replaced with alternative more economically viable solutions.

6.2 Adopting this approach will meet Monmouthshire's and the SRS cloud first strategy.

6.3 Moving to cloud services such as Azure will provide additional resilience, security, scalability and capacity management.

7. RESOURCE IMPLICATIONS:

7.1 These arrangements will be formalized within a suitably costed Business Cases for:

- a) The move of core server infrastructure to a commercial data hall provider
- b) The move of the education data halls to an alternative data hall provider then to HWB
- c) The move to Azure cloud

7.2 Appendix 4 and 5 to this report an estimated cost of £1.2 million to upgrade the existing equipment based on a report from their current contractor. This together with estimated running costs for the data halls of circa £800k per annum a year which are also unsustainable based on the other options available in the marketplace today.

7.3 The business cases when developed will include any contingent liabilities in addition to detailed cost analyses. Upon consideration and approval of the business cases by the SRS Strategic Board and if there are investment requirements that are unable to be absorbed by the SRS then Cabinet or Council as appropriate would need to consider the business case and any approval increased partner contributions or one-off investment from partners required.

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

8.1 The significant equality impacts identified in the assessment are summarised below for members' consideration:

- a) Cloud services will enable communities to engage and transact with the council more easily, economically and with a lesser impact on the environment;
- b) The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities

8.2 The actual impacts from this report's recommendations will be updated with subsequent reports containing full business cases and then reviewed every year for monitoring.

9. CONSULTEES:

SRS Strategic Board
SRS Senior Leadership Team
MCC Senior Leadership Team
Cabinet

10. BACKGROUND PAPERS:

Appendix 1 – Evaluation Criteria
Appendix 2 – Wellbeing of Future Generations Assessment
Appendix 3 – SRS Tactical Plan
Appendix 4 – SRS Future Data Hosting Recommendations
Appendix 5 – SRS Business Case for Cloud Computing presentation

11. AUTHOR: Sian Hayward – Head of Digital

12. CONTACT DETAILS:

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Appendix 1

Evaluation Criteria

Title of Report:	SRS TACTICAL PLAN AND FUTURE DATA HOSTING ARRANGEMENTS
Date decision was made:	4th March 2020
Report Author:	Sian Hayward

What will happen as a result of this decision being approved by Cabinet?

The decision will endorse the SRS Tactical Plan and endorse the decision of the SRS Strategic Board to instigate a complete move of the data hall provision at Blaenavon to an alternative data hall prior; followed by a phased migration to the Azure cloud or other SAAS solution.

In the first instance business cases will be brought forward to the SRS Strategic Board for approval and consideration. Subsequent to this it is proposed that there is a 12 month appraisal and evaluation to ensure the desired outcomes have been achieved and that benefits and any savings have been realised?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

A 12 month appraisal and evaluation will be undertaken and that will also look to identify further and future opportunities to optimize data storage needs and to source the most appropriate and cost effective data storage solutions. The outcomes, benefits and savings to be realised will be closely monitored and through ongoing budget and performance monitoring arrangements.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

The full cost implications, in terms of cost avoidance and cost savings are yet to be finalized. Where costs cannot be absorbed within existing SRS resources a business case will need to be considered by Cabinet or Council as necessary to consider any resulting increase in the annual SRS core contribution or any associated one-off costs. Throughout and subsequent to implementation this will be monitored closely through existing budget monitoring arrangements.



monmouthshire
sir fynwy

Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)




Name of the Officer completing the evaluation Sian Hayward Phone no: 07971893998 E-mail: sianhayward@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal To agree the proposal to move the SRS data hall from Blaenavon into Microsoft Azure cloud storage or to a more sustainable and economic storage.
Name of Service Digital & Agile	Date Future Generations Evaluation form completed 18/2/2020



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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The move to a cloud based provision has significant benefits to our workforce and the wider community. These solutions mean that access to information and services can be available when the public need to use them, as well as improving the digital teaching and learning facilities in schools.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	We would expect an alternative data hall would operate through 100% renewable technology, with infrastructure that uses half as much energy as the provision at the SRS. Cloud based services can significantly improve efficiency with self-service and a reduction in the need to travel.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood		Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Cloud based technology enables greater connectivity within our communities, as well as protecting peoples data and therefore the safeguarding of vulnerable people.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Cloud infrastructure enables an efficient, economic service which reduces the negative impact on our environment of travel.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Digital information and services are being improved across our cultural and leisure services, enabling electronic transactions through cloud based systems	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Cloud will assist people with protected characteristics to access information and services in our rural community. They will also provide better employment opportunities for people working in digital industries.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	The digital world is moving at pace and is the future of everything we do. This proposal will ensure we reap the benefits of digitisation to capture short term economic and efficiency benefits as well as support investments in emerging and innovative technologies to reap the long term benefits globally, for our local communities and the Council.	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	MCC will work in collaboration with its partners in the SRS to deliver this proposal. Our partners also include Welsh Government and existing technology suppliers.	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Our main stakeholders are the other partners in the SRS and our internal service departments who will need to be aware of this decision when managing their current systems and the eventual move to cloud. We also have wider stakeholders in supporting central government policy decisions for the move to cloud based services. All stakeholders will have active involvement.	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This move will absolutely prevent problems getting worse as it's the most sustainable, future ready solution for supporting ICT infrastructure.</p>	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Cloud based services enable economies to be made, reduces the environmental impacts of travel, increases communications and access to information, and eases engagement with our communities.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Cloud services will assist the elderly to access information and services in more sustainable way without having to leave the house. Younger people will be expecting all services to be digital by design and move to cloud will be their norm. Government services can share health, housing and care information for the elderly, enhancing the quality of care.	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Disability	Cloud technology will assist people with mobility problems to access information and services.	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Gender reassignment	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Marriage or civil partnership	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Race	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

<i>Protected Characteristics</i>	<i>Describe any positive impacts your proposal has on the protected characteristic</i>	<i>Describe any negative impacts your proposal has on the protected characteristic</i>	<i>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</i>
Religion or Belief	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sex	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sexual Orientation	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Welsh Language	No impact	No impact	The Welsh language will continue to be promoted by the Digital Service through all digitally published material.

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The provision of cloud based apps will enable our social care services to have real time, structured data and information to protect our vulnerable adults and children.	The purpose of this arrangement is to be inclusive to all therefore no negative impacts are anticipated in relation to this particular group.	We will continue to develop cloud services in order to provide accurate information to carers and families, even in people's homes, to assist with speedier service provision and assessment of needs. Security of data will be enabled by simple electronic security on mobile devices and apps.
Corporate Parenting			

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

There is industry wide evidence that cloud services improve security of data, access to information and enable better data analysis and management.

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

- i. Cloud services will enable communities to engage and transact with the council more easily, economically and with a lesser impact on the environment
- ii. The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities

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

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

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

The impacts of this proposal will be evaluated on:	18/02/21
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SRS Strategic Board

DATE: 22nd July 2019

SUBJECT: 2019-20 SRS Tactical Plan

Report Submitted by: Matt Lewis (COO SRS)

Report Written by: Matt Lewis (COO SRS)

1. Area Affected

- 1.1 County borough wide for Blaenau Gwent County Borough Council, Gwent Office of the Police and Crime Commissioner, Newport City Council, Monmouthshire County Council and Torfaen County Borough Council.

2. Purpose of Report

- 2.1 To agree the amended programs of work as a result of the two development sessions with the Strategic Board in July 2019.

3. Purpose of the plan

- 3.1 This document defines the amended Tactical Plan for the SRS for the financial year (FY) 2019-20. This plan serves as the annual guide to implementing tactical SRS initiatives to incrementally achieve the Strategic Board's five-year partnership strategy as agreed in January 2016, available at:

<http://srswales.com/wp-content/uploads/2016/06/SRS-Strategy-2016-20.pdf>

- 3.2 Besides providing clear linkages between the strategic objectives and the corresponding tactical objectives and initiatives, this plan also provides linkage to the FY18-19 budget, accountability, and performance measures to help ensure successful investment planning and execution.

4. Relationship to the Strategy

- 4.1 While the SRS Strategy identifies what the SRS workforce will collaboratively focus on achieving over the next three to five years, the Tactical Plan is developed annually to define how this strategy and the roadmap will be executed incrementally to achieve the long-term strategic goals. The COO annually reviews progress towards the SRS strategy and adjusts and publishes updates as appropriate. Following this reconciliation process, the customer-oriented governing boards will prioritise the elements of the SRS strategy, after which the annual evaluation and selection of tactical



investments is performed. This approach maximises the linkage between the selected investments, affordably and effectively achieving the SRS' mission and its annual budget targets.

5. Plan Approach

5.1 The SRS partnership strategy was released in January 2016 to reflect a revitalised strategy for collaboration between SRS partner organisations.

5.2 A platform approach has been agreed by the Strategic Board called OneWales. The platform offers collaborative opportunities that have not been available to our partner organisations in the past. The platform as a project and standard set of services, is owned by the SRS. Each partner's process of migrating into the platform will be an individual organisation project tailored to the needs of each partner.

Performance monitoring and flexibility are incorporated into the SRS Tactical Plan to provide the SRS COO and partner organisations with the ability to adapt to unplanned events, such as further budgetary changes, disruptive technologies, shifting priorities and shifting customer needs in order to facilitate alignment with individual partner Corporate Plan priorities.

6. Plan in context

6.1 The SRS Tactical Plan documents the SRS collaborative initiatives that the SRS plans to execute during the course of a financial year and includes the budgeted initiative costs and milestones for delivery.

6.2 The SRS Tactical Plan is not intended to cover every initiative or budgeted item that the SRS will undertake in FY 2018-19 but is intended to cover the key deliverables that provide incremental delivery of the SRS' strategy. The individual organisation projects are not typically included in this document as the full twelve month plan of those projects is not known at the start of each year and will change.

6.3 The SRS Tactical Plan serves as an annual execution roadmap for the SRS SLT, SRS SMT and SRS staff. The SRS Tactical Plan also serves as a guide for priorities and a delivery roadmap for our stakeholders, including our customers and our partners in delivering these numerous collaborative IT services. The plan also provides linkage for individual performance plans to ensure that SLT, SMT and staff are accountable for achieving measurable results toward the SRS strategy. Finally, the plan provides performance criteria for the SRS to ensure that these tactical investments contribute to achieving the strategy as expected, such as improved affordability, security, and satisfaction, or trigger corrective evaluations.



7. **SRS Strategic Aims**

7.1 The strategic aims, as agreed at the Strategic Board, for the SRS are:

<u>Aim No.</u>	<u>Description</u>
1	Deliver effective ICT services from a single combined unit and operate as one SRS.
2	Improve services to provide a solid foundation upon which partner organisations can operate.
3	Ensure the investment in technology is focused on delivery of the corporate priorities of the partner organisations.
4	Develop a capable, professional workforce that can meet the challenges within technology over the coming years.
5	Provide a collaborative platform for public sector organisations to share common ground.

8. **Gateway Process**

8.1 Gateway 0: B&C Board identify opportunity

Gateway 1: Strategic intent from the SB to work together

Gateway 2: Single specification agreed by the B&C Board

Gateway 3: B&C Board recommendation for a specific solution

Gateway 4: Investment decision from the F&G Board (if required)

Gateway 5: SB approval to implement

9. **The programs in flight at the SRS with an agreed strategic intent from 2018-19 (Gateway 5)**

9.1 **REC 1:** Continuation of Office 365 services in OneWales, Monmouthshire and Newport are already consuming services and Torfaen and Blaenau Gwent will be implemented in Q2 and Q3 of FY 2019-20.

Gwent Police is in progress, utilising the same skillsets of staff at the SRS,



the migration to Office 365 (NEP) will follow similar principles to those of OneWales for the Local Authority partners.

REC 2: The continuation of the implementation of PSBA GovRoam across all partners.

REC 3: The continuation of the implementation of GovWifi across all partners and the subsequent removal of SRS Public due to the lower level of security.

10. The programs signed off with strategic intent on April 16th 2019 and confirmed in July 2019 (Gateway 1)

10.1 **REC 4:** A shared telephony calling plan. The SRS currently utilises a PSBA calling plan contract in bundles of minutes as an alternative to traditional ways of paying for calls. The PSBA are not extending this framework so an alternative needs to be sought. The direction being given is that the exact same call plan option will be available to us across the RM1045 framework with a direct award capability. This recommendation will seek to procure that extension for those who signal strategic intent.

REC 5: A shared core network platform. The SRS currently supports a mix of network hardware across all partners that make up multiple core networks and complex configuration to access services across those networks. The SRS direction is a single on premise core network implementation with PSBA support to consolidate configuration, for those that signal strategic intent.

REC 6: A shared secure mobile device solution. The partners currently utilise varying methods of mobile device security, some would not meet the PSN guidelines moving forward. The SRS direction is a single mobile security and authentication mechanism based in Office 365. This has already been built in OneWales and is simply enabled per Authority. This request is to signal strategic intent to move to this standard.

REC 7: A shared Oracle implementation. The partners currently utilise varying methods of licensing and implementing Oracle. The SRS direction is a single Oracle hardware platform sat in OneWales. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 8: A shared SQL implementation. The partners currently utilise varying methods of licensing and implementing SQL. The SRS direction is a single SQL hardware platform sat in OneWales in Azure and on premise. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.



11. The programs agreed with strategic intent by the Strategic Board in July 2019 (Gateway 1)

11.1 **REC 9:** A shared telephony platform. The SRS currently supports a mix of on premise and cloud hosted telephony platforms across all partners, four different systems in total. The SRS direction is telephony integration into Skype and this program will develop the options around a single implementation for those that signal strategic intent.

REC 10: A single Sharepoint Online implementation in OneWales. The SRS has built a test environment that proves that the Information Governance requirements can be met for all partners in a single tenant. The SRS direction is to use the OneWales platform for all Sharepoint needs. This request is to signal strategic intent to collaborate and create a single specification to implement a pilot to move forward with together.

12. The programs that have been rejected at Gateway 1 in July 2019

12.1 **REC 11:** A shared Revenues and Benefits license model. The partners currently use SX3 for Revs and Bens, except Newport who have expressed an interest to use SX3 but would require a procurement exercise. The SRS direction is a single implementation based in the OneWales platform. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 12: A shared Financials implementation. The partners currently use various systems for Financials. Some partners have pressures to move off their existing systems in the next two years. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 13: A shared Information @ Work implementation. The partners currently use various Information @ Work systems for document management, particularly in Revs and Bens. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

REC 14: A shared HR / Payroll implementation. The partners currently use various HR / Payroll systems. The SRS direction is a single implementation based in the OneWales platform. This request is to signal strategic intent to collaborate and create a single specification to move forward with together.

13. The additional programs agreed with strategic intent by the Strategic Board in July 2019 (Gateway 1)

13.1 **REC 15:** the maximising of the benefits associated with the Microsoft



Enterprise Agreements. Across the five partners these contracts are in the region of £2M spend and the Board are seeking ways to drive out savings in other areas as a result of this.

REC 16: A review of the “on premise” data centre infrastructure to assess the benefits of moving to cloud services, namely Microsoft Azure. This includes views of alternative uses for the data centre space this creates. This will then result in work to move to cloud services or work to improve the facilities in Blaenavon. The decisions to move Newport and / or Blaenau Gwent to Blaenavon will be made after this assessment is completed.

14. Monitoring and Evaluation

14.1 The progress through the gateways will be monitored by the COO.

Appendices	None
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Background Papers	None
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For a copy of the background papers or for further information about this report, please telephone: insert name, job title and phone number of author or responsible officer here



SRS Strategic Board
DATE: 15th October 2019

SUBJECT: SRS Future Recommendations

Report Submitted by: Matt Lewis (COO SRS)
Report Written by: Matt Lewis (COO SRS)

1. Area Affected

- 1.1 County borough wide for Blaenau Gwent County Borough Council, Gwent Office of the Police and Crime Commissioner, Newport City Council, Monmouthshire County Council and Torfaen County Borough Council.

2. Purpose of Report

- 2.1 To provide an overview of the current delivery model and to seek a steer from the Strategic Board on:

1. a move to an alternate data centre facility for all services to avoid increasing capital costs.
2. a move to a revenue based, cloud services model for each partner.

3. Background

- 3.1 The physical data centre in Blaenavon has been a fantastic asset to the SRS for ten years. The original purpose and thinking behind it still stands to this day as something that was the right thing to do at a point in time. All partners have enjoyed accredited, cost effective and secure services from this facility.

The world, more importantly technology, has moved on at pace in those ten years and we find ourselves in a position where others can provide these services over public infrastructure using hyper scale implementations, more securely at lesser cost.

This paper seeks to inform of those alternatives and it is split into categories and a running order to lead the Board through an end to end discussion to provide the SRS, principally, with a steer on the appetite for the partners to have a cloud first strategy and a physical data centre location in Blaenavon or not.

SECTION 1:

The paper will introduce the current costs of Blaenavon as a location for



providing data centre services and to a certain extent, housing staff delivering those services. The current budgeted revenue costs will be described and the current known capital refresh costs for the data centre mechanical and electrical equipment.

It is important to note that this paper focuses on Blaenavon costs as the SRS does not have costs available to it for Ebbw Vale and Newport computer rooms. The current costing models do not work the same way so whilst it looks very cost effective to be based in Ebbw Vale and Newport, the COO understands that the Board recognises that change is required for both.

SECTION 2:

Section 2 will describe other options, which will have been informed by the paper being presented with Red Cortex at the Strategic Board and with recent discovery meetings held by the COO with alternative data centre providers.

SECTION 3:

This section will describe the major risks currently associated with each partner's provision and why a decision is required at this time.

SECTION 4:

This section will seek to inform of the major benefits and major disbenefits of the various options.

SECTION 5:

This final section will break down the decision making required of each partner and seek guidance as to what route and format the papers should take.



4. **SECTION 1: Blaenavon Data Centre**

- 4.1 The SRS has historically hosted 100% of the services it provides in the Blaenavon Data centre. The Blaenavon facility has a cost of running and maintaining, which is in part charged on a specific individual partner basis and other costs are shared between the four data halls.

For example, the energy required to power the racks for NWIS are charged directly to NWIS at cost, however the energy required to power the backup generators and air conditioning is split across NWIS and all other SRS partners. This is true in the majority of cases, the only difference being SRS BS who currently do not contribute to the shared energy costs.

The data halls are:

Data Hall 1: NWIS
Data Hall 2: Education and LA
Data Hall 3: OPCC
Data Hall 4: LA and SRS BS

This paper deals with halls 2, 3 and 4 only. Hall 1 is in an alternate paper at this Board meeting.

Each hall is different in size and capacity and therefore has a different cost position to run and maintain.

4.2 **The budgeted revenue position**

The annual revenue costs for running the physical Blaenavon facility include:

SRC - DATA HALL/Salaries
SRC - DATA HALL/Building Repair & Maintenance
SRC - DATA HALL/Electricity
SRC - DATA HALL/Rents, Tithes & Easements
SRC - DATA HALL/NDR
SRC - DATA HALL/Building Cleaning
SRC - DATA HALL/IT Hardware (inc Printers & Scanners)
SRC - DATA HALL/Insurance Premiums

The breakdown of these costs for each of the three SRS partner owned halls, excluding energy, are:

Hall 2 @ £63,996
Hall 3 @ £54,941



Hall 4 @ 56,373

The cost of the building in addition to the above hall costs, which are shared across partners in the recent shared costs reallocation exercise, are:

Data Centre @ £115,162

This makes the total annual running costs to partners of all halls (excluding NWIS) and the data centre a total of £290,472 and this number in its totality would .

4.3 **Energy costs**

Energy costs are split into two categories. There are energy costs attributable to specific halls and therefore specific racks and customers and there are energy costs for the building that partners share. The breakdown of those energy costs are below:

Hall 2 @ £101,759 (EDU and LA)

Hall 3 @ £66,220 (OPCC)

Hall 4 @ 98,489 (LA and SRS BS)

Data Centre @ £21,235

The energy required to run the equipment within the halls is something that could be used to balance a business case if the service went cloud only and if an alternate location were an option these costs would typically be the same or marginally better due to scale or better energy efficiency.

4.4 **Known five year replacement costs**

The equipment within the data such as air conditioning, UPS etc all have an operational life. They range between five and fifteen years and as you go through those years the costs increase.

The 2020-25 total replacement costs for each hall are described below:

Hall 2 @ £676k

Hall 3 @ £467k

Hall 4 @ £672k

There are also unknown replacement costs such as the generators and the sub station equipment that exists outside the facility but is critical equipment. They are very large investments that we would need to work with our electrical suppliers to build.



4.5 Annual Data Hall Costs Combined

If we combine these costs into totals then the costs per year for the next five years, annualising the M&E spend and excluding electricity, would be:

Hall 2 @ £199k of which £64k is current revenue
Hall 3 @ £147k of which £54 is current revenue
Hall 4 @ £190k of which £56k is current revenue
Data Centre @ £115k all of which is current revenue

If we combine these costs into totals then the costs per year for the next five years, annualising the M&E spend and including electricity, would be:

Hall 2 @ £300k of which £165k is current revenue
Hall 3 @ £213k of which £120k is current revenue
Hall 4 @ £288k of which £153k is current revenue

4.6 COO Advice

The advice of the SRS COO is that costs of circa £800k a year are unsustainable based on the other options available in the marketplace today.



5. **SECTION 2: The alternatives**

5.1 **Alternative data centre availability**

There are multiple data centre locations available across the UK. The key for our opportunity is that we want that data centre to be an active node on the core PSBA network so that it operates in the exact same way that Blaenavon does.

There are data centres such as this, in close proximity to us that would fulfill all of our requirements and put all partners into a sustainable revenue position. It would also remove the need for capital relating to data centre environment spend.

5.2 **Cost comparison of the racks in Blaenavon to alternative**

The cost of energy from many of the data centre providers matches the average price that the SRS receives through Torfaen Property services. This means that on a comparison basis, we can discount energy as a differentiator and remove energy costs from any assessment going forward. This is why the annualised costs are split out excluding electricity in section 4.5.

The initial discussions with external data centre providers have indicated that a cost of £5k per rack per year is achievable. There are no capital costs on top of that.

A detailed assessment needs to be performed, however, based on this initial offer of £5k per rack per year, the annual cost for all racks associated with LA's, including Education and CCTV, would be £190k and those associated with Policing would be £175k a year. This is for an exact replica of what exists in Blaenavon today, this does not include what could be removed if we moved parts to a cloud service.

Knowing that the capital replacement cost alone for the three halls is over £1.815M over five years a move to an alternate facility on the whole would be covered by that capital cost, i.e. the £175k + the £190k multiplied by five years is £1.825M.

We would also expect to take opportunities to remove entire racks which would give a sliding scale reduction from the £190k and £175k down to much lower levels and repurposing the spend into cloud services.



5.3 The cloud services paper

The Red Cortex paper describes a possible future and provides a recommendation to engage in a twelve month program of deep analysis and taking opportunities where they exist.

5.4 Estimate of what could move into the cloud

It is difficult to estimate how many racks would be removed as a result of a move to cloud services. The SRS for example, has removed the need for on premise email and Skype equipment in Blaenavon having moved partners to Office 365. The advice we would give is that we would seek to move the majority of those racks into Microsoft Cloud Services over a five year period.

5.5 COO Advice

The advice of the SRS COO is:

- that the Board agree for a detailed financial assessment to be performed and a project agreed, with resourcing, to put together the outline business case for change.
- that a prioritised project be started through Partner Delivery Groups to plan and implement the move required.
- that the SRS adopt a cloud first strategy for all services
- the detailed assessments described in the Red Cortex paper are agreed to be carried out



6. **SECTION 3: Risks and issues**

6.1 **Blaenavon Environmental Maintenance and Refurbishment**

- The age of the equipment is over nine years and the SRS are starting to see increased failures and therefore an increasing demand on funding to fix those failures and an increased demand on people time to respond to those failures.
- Irrespective of the age of the equipment, a recent failure in the NWIS hall of all air conditioning equipment provided by a third party has highlighted to that the reputational risk associated with this provision is greater than the level of reward.
- A key risk for the COO, relates to core business. The COO believes that filling a generator with diesel, cleaning air conditioning pipes, cabling racks and managing a physical data centre should not be part of core SRS business and that our value is greater placed elsewhere.

6.2 **Infrastructure and Software Refresh**

- The capital planning carried out to feed into the MTFP process is money that could be better spent on putting the Councils into a sustainable position in relation to the procurement of computing infrastructure.
- The physical location has always had a telecommunications limitation and both cloud and alternative provider models would negate this risk. We currently cannot procure a 1Gb connection from PSBA for Newport or Blaenau Gwent as additionality due to the bandwidth limits currently upon us. For this reason, we would only seek alternate data centres that are on the PSBA core network.

6.3 **Costs**

- The five year replacement cost for the internal room mechanical and electrical is over £1.8M, adding in estimates for the generators and the sub-station equipment would conservatively double this number.
- The cost of energy rises each year and is something that we could avoid entirely in a cloud model and consume more efficiently in an alternate provider model.
- There is a carbon cost of being a physical data centre provider that would be removed if the provision were no longer there, the SRS



should aim for carbon neutral services and this would be a step towards that.

6.4 **Cloud / Alternate Location**

- Both the cloud and alternate provider model would come with the appropriate levels of accreditation which would mean the SRS would no longer have to spend time carrying out work associated with it.
- Business Continuity would be greatly simplified as the SRS would not need to focus on the entire wrap around provision, such as generators, buying diesel, checking UPS' and so on. Our role would become the IT delivery which is where our focus should be.

6.5 **National Marketplace contracts**

- Her Majesty's Government (HMG) have recently signed a new Digital Transformation Agreement (DTA) contract with Microsoft for provision of Microsoft licences for Microsoft Office, Windows, Identity and Device Management services. The new DTA came into effect on 1st April 2019 and the SRS has first and experience of this price increase in Newport seeing like for like Enterprise Agreement increases of 300% prior to the SRS engaging with Microsoft.

6.6 **Newport Specific Items**

- The age of the equipment is unknown and the SRS are experiencing regular failures and outages. There is a constant and increasing demand on responding to those failures and a reputational impact on the SRS within Newport when those services fail as result of poor computer room provision.
- Newport have no current data centre budget in the Council and a high risk provision within Newport.

6.7 **Blaenau Gwent Specific Items**

- The age of the equipment is unknown and the SRS are experiencing regular failures and outages. There is a constant and increasing demand on responding to those failures and a reputational impact on the SRS within Blaenau Gwent when those services fail as result of poor computer room provision.
- Blaenau Gwent have no current data centre budget in the Council and a high risk provision within Ebbw Vale.



7. **SECTION 4: Benefits and disbenefits**

7.1 **Major Benefits**

Cloud services:

- Scalability: the COO's direction is to remove the low level tasks required of IT staff, such as removing servers and equipment from boxes and racking them. The scalability opportunity drastically reduces the lead time for equipment to hours from weeks.
- Capacity Management: the SRS currently has all equipment powered on all of the time, it buys a specific piece of equipment for a function and that function may never use all of that power available to it and the SRS sometimes needs to increase capacity which at the moment means buying different equipment. In cloud services all of this can be done "on the fly".
- Resilience and Security: cloud services such as Azure are more secure than many smaller data centres simply because they operate at such scale in large data centres around the world. They come with many accreditations built in and with greater resilience than Blaenavon could ever have.
- Maintenance: Depending on the type of cloud service, there may be no patching or maintenance required, again moving SRS staff out of non value add work and into value add work.

Alternate On Premise Provider:

- No capital requirement for the items that are described earlier in the paper in section 4.2, these are items included in the rack rental charges described in section 5.2.
- All risks around data centre provision are backed off to a provider who is the expert in the market.
- Telecomms providers flock to hyper scale data centres and choice would be available to us that simply doesn't exist today.
- The providers also offer agile working spaces for staff to be located close to the equipment. These working spaces are at a much lower cost than our current costs.



7.2 **Major Disbenefits**

Cloud services:

- The revenue increase required to support the cloud service implementation is greater than the revenue cost today. This can be offset by some of the items in the paper but greater analysis is needed to ensure that the partners are operating at their greatest efficiency.
- This is a different working model than currently deployed to SRS partners and will rely on partners ensuring their workforce are digitally equipped to respond.
- The business change functions within the partner organisations will need to be focused on these pieces of work as well to ensure alignment to Council priorities.
- The work will have to be prioritised for the use of existing resources, the SRS cannot add a program of work this size into what it already has from partners.

Alternate On Premise Provider:

- The upheaval around transition time will create issues around availability and performance for a short period.
- Costs could increase over time and would need to be locked in through a procurement exercise.
- The SRS currently receives just under £190k for SRS BS and NWIS hosted services. Papers at this Board show clearly that the “net profit” is eroding and the payback period on equipment replacement is three and half years to five years. So, whilst losing income is a disbenefit, it is income we would need to spend over £911k to retain.
- There will be decommissioning costs that Torfaen would expect the SRS to pay to return the building to a state is able to market. That would mean removing all the internal data halls and the external generators etc.



8. **SECTION 5: Decisions Required**

8.1 **SRS Strategic Board Summary**

The SRS Strategic Board need to provide a steer at this meeting on where we now take individual decisions and what format those papers need to be in.

8.2 The advice of the COO is:

- to agree the unsustainable position of Blaenavon
- to approve the Red Cortex paper to move forward to detailed assessment and individual business case submission
- to agree a cloud first direction for the SRS
- to agree to a tender exercise to find an alternative physical data centre location that meets our needs
- to acknowledge the risks and issues are different for each partner
- that Newport and Blaenau Gwent move straight to the new physical data centre location rather than move twice
- that the Board acknowledges the time and resource needed to complete this is not currently available to us with prioritization of existing resource
- that this work be fed into the normal work planning processes of all partners

8.3 **Torfaen Decisions**

What process should the SRS now follow to approve a move from Blaenavon to (i) cloud services or (ii) an alternate data centre location.

Monmouthshire Decisions

What process should the SRS now follow to approve a move from Blaenavon to (i) cloud services or (ii) an alternate data centre location.

OPCC Decisions

What process should the SRS now follow to approve a move from Blaenavon to (i) cloud services or (ii) an alternate data centre location. The SRS is aware that South Wales Police and Gwent are seeking, as part of their business case, a secondary facility to Fairwater. The SRS, for the reasons detailed in this paper, would strongly advise the OPCC not to invest in a data centre of its own but rather look to be part of this work to find a cost effective, secure, accessible and accredited data centre.



Blaenau Gwent Decisions

What process should the SRS now follow to approve a move from computer rooms in Ebbw Vale to (i) cloud services or (ii) an alternate data centre location at pace.

Newport Decisions

What process should the SRS now follow to approve a move from computer rooms in cloud services to (i) cloud services or (ii) an alternate data centre location at pace.

NWIS data centre future

The NWIS future is a paper at this same Board meeting.

SRS Business Solutions data centre future

SRS BS currently brings £100k into the SRS per year for hosting services. The issue with SRS BS is very similar to NWIS, the cost to replace equipment negates a large part of the income, so whilst the income looks positive on paper, and has been to date, going forward it becomes less so.

9. Monitoring and Evaluation

9.1 The process will be monitored by the Strategic Board.

Appendices	None
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Background Papers	None
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For a copy of the background papers or for further information about this report, please telephone: insert name, job title and phone number of author or responsible officer here
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SRS Business Case for the use of Cloud Computing

Tuesday 15th October 2019



Delivering Digital Transformation

Agenda

- SRS Partnership Strategy
- Drivers for Cloud Adoption:
 - Internal
 - External
 - Organisational
- Options Analysis
- Cost Comparison
- Recommendations
- Approach
- Microsoft and Microsoft Partners Assistance
- Questions/Discussion

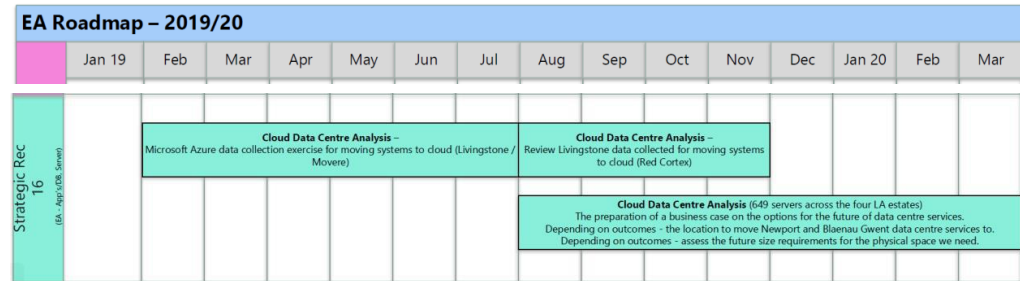
SRS Partnership Strategy 2016-20

The “vision for the SRS is to use a single technology platform to consolidate demand and broker supply of all types of resources to Public Service Wales” and “wish to move from being a predominantly on-premise technology provider to be a cloud delivery partner by 2020”

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Drivers for Adoption - Key Internal Drivers

- SRS Tactical Plan to complete Cloud Data Centre Analysis by March 2020



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Environmental Maintenance - £350k in 2019, £2.7M in next 6 years

Newport City Council and Blaenau Gwent services hosted in on-premise server rooms

- Compute Infrastructure and Software Refresh
- Reduction in Costs
- Benefits of Cloud Services – PAYG; Low TCO; reliability, scalability and sustainability; improved disaster recovery services
- Software Licencing – HMG DTA

Drivers for Adoption - Key External Drivers

- Wellbeing of Future Generations Act
- NIS Directive – EU wide Cyber Security
- Welsh and UK Government – “Cloud First” and “Cloud Native”
- Cyber Threats

Drivers for Adoption – Organisational Drivers

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- Tech Refresh of hardware
- Out of support software
- Supporting the Partnership Strategy
- Increased Resilience
- Predictable Costs
- Agile and Flexible Working
- Reducing Accommodation Footprint
- Demand on Services

.....*some services already moved to Cloud*

Options Analysis

- Option 1 – Do Nothing

- ✓ No initial costs
- ✓ No initial change/disruption

- ⊖ Service increasingly unreliable
- ⊖ Increasing operational costs
- ⊖ Software platforms out of support

- Option 2 – “Big Bang” Migration

- ✓ Avoids extended support costs
- ✓ Lower TCO when migration completed

- ⊖ Investments in current hardware not realized
- ⊖ Large scale project with external resource
- ⊖ Steep learning curve for staff on new systems

- Option 3 – Hybrid Migration

- ✓ Avoids extended support costs
- ✓ Benefits of cloud technology
- ✓ Path to migrate ageing servers/services
- ✓ Less disruptive migration
- ✓ Allows a plan for decommission of datacentres

- ⊖ Some initial costs
- ⊖ New technology for staff to learn

Options Analysis.... continued

- Option 4 – Continue On-Premise Investment

- ✓ Technology stack is known

- ⊗ No disaster recovery

- ⊗ Limited high availability capability

- ⊗ Difficult to scale




- ⊗ Extensive costs for environmental upgrades/refresh

- ⊗ Potential Extended Support charges if upgrade not completed

Cost Comparison

- Current services £489k (£250 per core/per annum)
- Like-for-like Azure TCO £322k per annum ~ **Saving approx. 34%**
(3 year Reserved Instance, AHB and EA discount 20%)
- SQL current TCO £232k p.a.
- Like-for-like Azure TCO £125k p.a. ~ **Saving approx. 50%**

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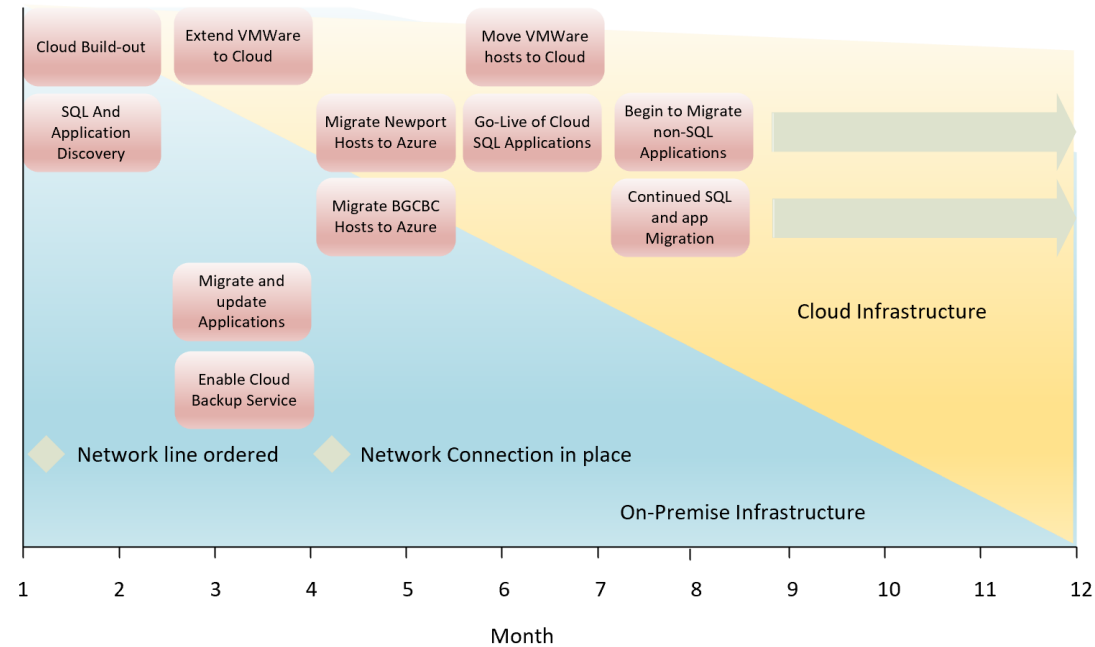
Business Case	Driver	As Built "Lift and Shift" List Cost 3 Year Pricing	Option 1 Azure ARC List Cost 3 Year Pricing *Right Sized	Option 2 Estimated Azure Hybrid Use Benefit Cost 3 Year Pricing *Right Sized	Option 3 Azure Reserved Instance and AHUB Estimate 3 Year Pricing *Right Sized	Estimated Storage Cost 3 Year Pricing
ARC Scan Population 	Migrate all 286 ARC scanned servers into Azure	£3,080,259	£1,403,140	£877,611	£326,335	£401,120
Non Prod 	Migrate all 30 ARC Scanned <i>Assumed</i> Non-Production servers into Azure	£280,770	£133,158	£79,902	£30,379	£30,412
Windows Servers no longer on mainstream support 	Migrate 124 ARC scanned servers without mainstream support into Azure (2008R2 or earlier)	£1,125,844	£624,250	£394,039	£146,649	£273,301

Recommendations

- Implement Hybrid Cloud approach
- Migrate existing services from SRS Tech Halls to Azure
- Migrate existing services from Newport and BG to Azure
- Review existing firewalls and Internet connections to connect to Azure
- Extend VMWare environment to Azure (when available)
- Use Azure Backup for cloud and on-premise services
- Improve service availability by using resilient and geographically dispersed services
- Regularly review Azure costs
- Regularly review security posture of services in Azure
- Decommission on-premise services when migrated to Azure

Approach

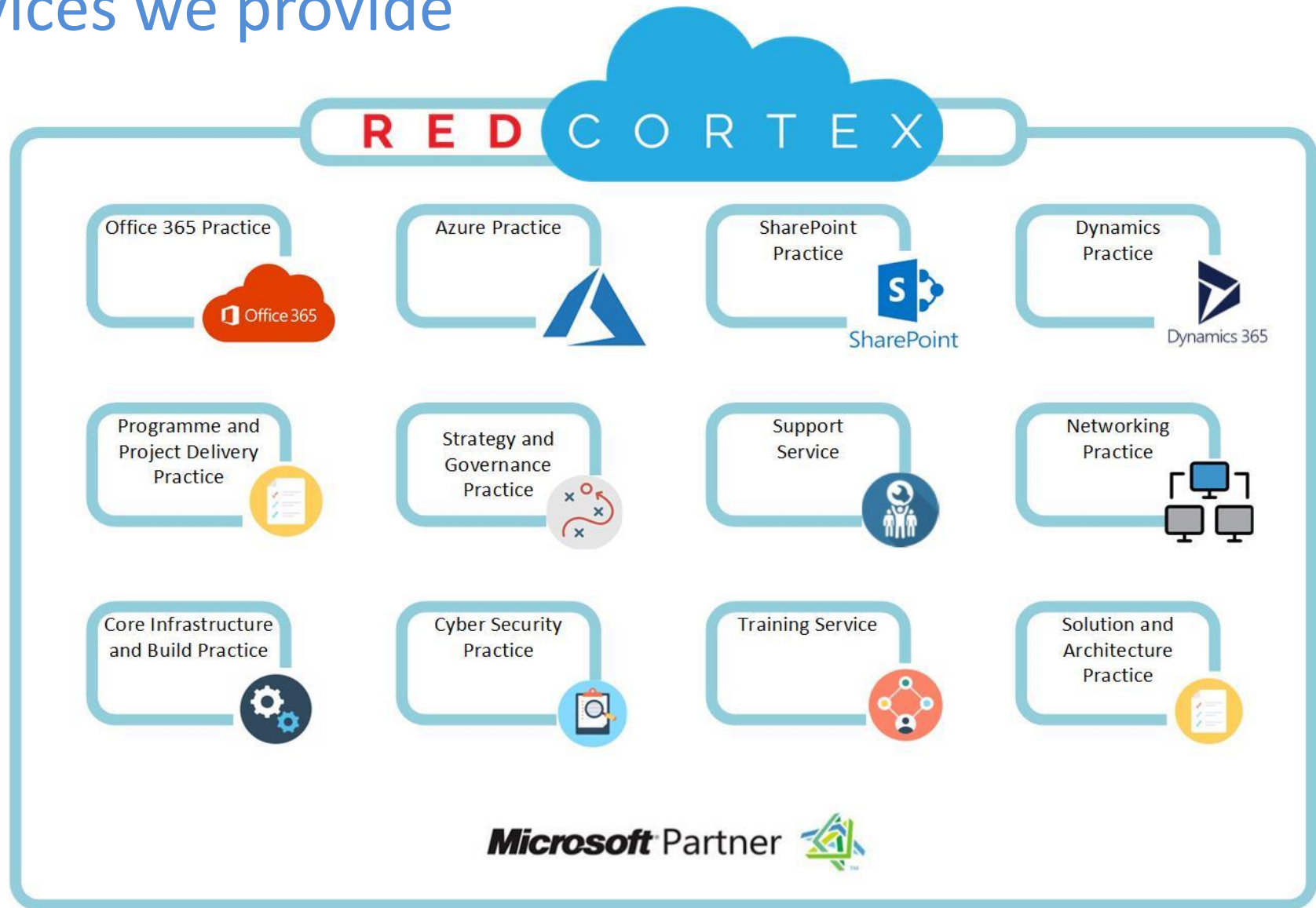
- Initial 12 month migration programme
- 5 Year Vision to Transform Services
 - Cloud First
 - Cloud Native
 - Flexible Working
 - Migrate Shared Drives
 - Deploy Software Defined WAN
 - Big Data Analysis
 - Automated Intelligence



Microsoft and Microsoft Partners Assistance

- Microsoft can provide assistance for organisations to migrate to Azure:
 - Cloud Services Architect
 - Enterprise skills initiative
- Microsoft Partners can help plan and migrate services
- RedCortex has extensive experience of delivering cloud migration projects

Services we provide



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Current Client base

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- Questions/Discussion

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