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Wednesday 1st September 2021

Notice of Reports Received following Publication of Agenda.

Economy and Development Select Committee

Tuesday, 7th September, 2021 at 10.00 am
County Hall, Usk - Remote Attendance

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
4.	Scrutiny of the Borough Theatre Refurbishment Proposal.	1 - 32
6.	Employment and Skills - To scrutinise progress of the employment, skills and apprenticeship programmes.	33 - 72

Paul Matthews
Chief Executive

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SUBJECT: BOROUGH THEATRE, ABERGAVENNY– REFURBISHMENT PROGRAMME

MEETING: ECONOMY AND DEVELOPMENT SELECT COMMITTEE

DATE: 7TH SEPTEMBER 2021

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To offer scrutiny on the proposed investment at the Borough Theatre, Abergavenny to ensure that the theatre remains fit for purpose for future generations and attractive to existing user groups and theatre goers.

2. RECOMMENDATIONS:

- 2.1 To provide comments to Cabinet to help inform their decision for Executive endorsement of the proposal on the 15th of September prior to full presentation to Council for decision on 23rd September 2021.

3. KEY ISSUES:

- 3.1 The Borough Theatre is located on the second floor of the Grade II listed Abergavenny Town Hall building. Since it's opening, the Theatre has been, for the majority of its life, owned and managed by Monmouthshire County Council (MCC), save for its recent history when it was taken over by a Charitable Trust in 2013 however following Cabinet approval, ownership returned to MCC in February 2018, following the surrender of the lease.
- 3.2 In making its decision, the Council agreed to review all operations of the Theatre over a six-month period and, following a situation analysis and options appraisal, in July 2018, [Cabinet](#) approved the recruitment of a full time Theatre Manager, with supporting Front of House Supervisors, in order to put the Theatre on a more stable footing and determine the medium/longer term future for the Theatre.
- 3.3 Since then, the Theatre Team have been working with the Arts Council of Wales to develop a long-term plan for the Theatre which has included an approved funding application for the refurbishment of the theatre which has been largely untouched since an investment by Monmouth Borough Council in 1991.

3.4 Situational Analysis

Since returning to MCC, all the Theatre's operations have been aligned with the Council's systems, policies and procedures, addressing previous concerns raised by Internal Audit. Table One below details a current SWOT analysis of the Theatre for the benefit of Members:

Table One: SWOT Analysis of the Theatre

Strengths	Weaknesses
<ul style="list-style-type: none"> • Long established and high-profile Theatre venue; • Located in an Iconic Grade II Listed building; • Well established and loyal audience; • Committed and knowledgeable staff team; 	<ul style="list-style-type: none"> • Overall state of the building. The current offer is tired i.e., building, and physical layout with limited accessibility, leading to reduced income generation opportunities; • Poor state of customer facilities (toilets/bar/seating/carpets/etc.);

<ul style="list-style-type: none"> • Energetic and creative Theatre Manager appointed to take the theatre forward; • Strong, skilled, committed, and growing volunteer base; • Patronised by an energetic local amateur dramatic arts sector; • Arts Council for Wales grant funding to replace ageing lighting and sound equipment; • Long established support and fundraising group, A4B; • A varied and established programme of events. 	<ul style="list-style-type: none"> • Staff team have been disjointed due to differing work locations leading to communication failures and are also frustrated due to management changes over the last few years; • Limited digital marketing activity leading to increased traditional marketing costs i.e., direct mailing of hard copy brochures; • Due to the nature of the industry, grant support funding will always be required. • Venue under-utilised during periods of time particularly daytime.
Opportunities	Threats
<ul style="list-style-type: none"> • MCC's capital improvement plans of the Town Hall/Market/Library "The HUB" with improved visitor accessibility; • New energetic and creative Theatre Manager appointed; • Revitalised Patrons Scheme; • Corporate sponsorship and public sector funding opportunities e.g., Arts Council for Wales (ACW), CADW; • Income generation via hire agreements; • Ability to deliver on ACW funding priorities – Creative Learning, Youth Engagement etc. 	<ul style="list-style-type: none"> • Reducing public sector funding budgets; • Current closure due to Covid 19 and whilst capital improvement works were being undertaken in the Town Hall leading to loss in income; • Growing competition from theatre and arts venues in the town and wider environs e.g., Monmouth, Newport, Cardiff

3.5 Proposed Refurbishment Programme

3.5.1 The Capital development plans for the Borough Theatre are designed to support and enhance the five key goals of its business plan:

- To be an open, efficient, effective, and sustainable operation that looks outward for best practice and shares its stories of success;
- To provide a premier quality of customer service and experience whether presenting international performers, local community groups or a primary school celebration;
- To be a venue where the amateur, non-specialist, student, apprentice or curious can become involved in presenting theatre and performing arts exploring professional practice and approaches in a safe and well facilitated environment;
- To be flexible to the needs of our community of audiences, visitors, and performers to enjoy performances, participatory arts sessions, and arts encounters in a number of different ways and to recognise their different needs, challenges, and aspirations;
- To present a programme of events that draws from the local to global and celebrates, entertains, challenges, and engages our community and those who come to visit us.

3.5.2 The proposed works will address many of the issues detailed in the SWOT in Table One above and will include the following:

Item	Rationale	Risks/Mitigation
Replacement of old, tired fixed seating with retractable seating	<ul style="list-style-type: none"> • Conforms to latest H & S requirements. • Comfortable, stable, carpeted – can be retracted effortlessly and quickly. 	<ul style="list-style-type: none"> • Risk: Retractable seating results in fewer seats 275 compared to 327 previously. • Mitigation: Over a 12-month cycle financial model will not lead to loss in revenue due to the new

	<ul style="list-style-type: none"> • Offers flexibility of space to hirers that fixed seating does not e.g., catwalk, Cabaret style seating, standing venue; • Greater opportunity for additional performances, a more diverse programme, increased customer base and access to additional funding and income streams. 	<p>opportunities offered by the flexible space.</p> <ul style="list-style-type: none"> • Risk: Smaller orchestra pit will result in changes to visiting orchestra's configurations. • Mitigation: Task and Finish User Group to identify alternative configurations for space.
Replacement combined Heating and Cooling System	<ul style="list-style-type: none"> • Current heating system ineffective leading to inconsistent temperatures. • Air conditioning units difficult to maintain. • Unacceptable noise levels. • Compromises visual aspect of Grade I listed carved wooden beams in ceiling. • Existing system slow to respond leading to customer complaints. 	<ul style="list-style-type: none"> • Risk: Current system recycles existing air so is not Covid compliant. • Mitigation: Replace existing system with efficient fresh air system.
Replacement Wire Tension Lighting Grid	<ul style="list-style-type: none"> • Current system difficult to access resulting in H & S risk to technicians. • Installation of wire tension grid over floor area, accessed safely from the lighting box; • Grid to enable lone focusing of the lights by venue staff and for non-specialists to set up lighting under the supervision and tutorage of the staff; • Visual impact would be minimal and, combined with replacement Heating and Cooling System, enables improved architectural lighting of beams and ceiling for certain events; • Removal of middle stage baffle, fitting of mechanical onstage lighting bar and a manual scenery bar for optional masking. 	<ul style="list-style-type: none"> • Risk: Current system is a safety risk to staff • Mitigation: Replacement grid to improve access, reduce safety risk and enable involvement of non-specialist staff thus reducing resource costs.
Improved Foyer	<ul style="list-style-type: none"> • Current area unwelcoming to guests 	<p>Risk: If left as it is, opportunity lost and reduces impact of other works</p> <p>Mitigation: Remodeling of area to one bar will lead to better ambience,</p>

	<ul style="list-style-type: none"> Bar area split into two resulting in queues and loss of sales and additional resource costs. 	increase in bar sales and income generation opportunities through secondary spend, reduced staffing costs.
Increase in number of toilets	<ul style="list-style-type: none"> Current toilets unfit for purpose, tired, limited disabled facilities. 	<p>Risk: Insufficient toilets for audience figures which do not meet current standards.</p> <p>Mitigation: Replace and increase toilets to be gender interchangeable according to event needs.</p>
Move Box Office to shared space with TIC	<ul style="list-style-type: none"> Previous Box Office area now providing space for replacement customer lift 	<p>Risk: Lack of Box Office will lead to a failure to meet service requirements and a loss in ticket sales</p> <p>Mitigation: Move Box Office into shared space with Tourist Information Centre to reduce costs and increase visitor footfall and sales.</p>
Refresh the backstage area, dressing rooms and Corn Exchange	<ul style="list-style-type: none"> Currently these areas are tired and shabby 	<p>Risk: Failure to address will lead to an income opportunity lost.</p> <p>Mitigation: Refresh i.e., repairs and painting, replacement kitchen to Coal Exchange to maximise income opportunities.</p>

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

4.1 The assessment of Equality and Future Generations Evaluation (Appendix A) is summarised below for Members' consideration:

This proposal seeks to undertake a significant refurbishment of the Borough Theatre that will re-establish the venue as a key cultural asset to the County, providing an opportunity to develop a sustainable service offer that is fit for future purpose and relevant for future generations.

5. OPTIONS APPRAISAL

5.1 Table Two below provides an options appraisal of the proposal:

Table Two: Options Appraisal

Options	Benefits	Risks	Comments/Mitigation
Close the Theatre and mothball the space	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Loss of iconic cultural venue in the town Loss of funding secured to date Loss of Professional Arts programme 	<ul style="list-style-type: none"> Undermines the Council's commitment to safeguard the venue for future generations and one of the Council's five key policy priorities i.e., C: Maximise the potential of the natural and built environment - <i>We will continue to recognise the value of our culture and heritage in enhancing the liveability of our County.</i>

<p>Make safe the venue as it stands i.e., with old seating removed</p>	<ul style="list-style-type: none"> • Flat floor, community space for hire • Minimal staff resource required 	<ul style="list-style-type: none"> • Loss of funding secured to date • Limited revenue generation potential • Loss of professional Arts Programme • Limited facilities offer 	
<p>Phased Approach to refurbishment</p>	<ul style="list-style-type: none"> • Phased funding requirement 	<ul style="list-style-type: none"> • Theatre unable to operate fully until all phases complete • Costs likely to rise and income generation potential limited until works are complete • Losses likely to outweigh benefits 	
<p>Preferred Option: Identify funding and proceed</p>	<ul style="list-style-type: none"> • Provide a fit for future purpose cultural arts facility in the county • Refurbished theatre will enable the team to build a sustainable business model • Detailed plans and arrangements are in situ and ready to go • Potential for borrowing and making repayments on some of the required funds is a realistic option 	<ul style="list-style-type: none"> • Capital funding request will be denied • Project will be stalled, and funding lost 	

6. REASONS:

- 6.1 The Borough Theatre, Abergavenny is a much loved and utilised cultural, community and civic asset. In its current state it is tired and shabby with fittings that are well beyond their service life. In addition, the current décor, signage and operation is separate from the rest of the Market Hall building detracting from the fact that the theatre provides an integral service to the local community and attracts visitors to the town.
- 6.2 This project seeks to capitalise opportunities presented by the recent works carried out to the Market Hall and Town Hall by the Council, to present a refreshed, professional theatre which will be equipped to continue to provide a space for the professional, the amateur, the regular or the newcomer to enjoy and experience high quality cultural experiences. The project will ensure the Theatre is an accessible, professional, artistic resource that alongside the library, community learning space and market, provides North Monmouthshire and the wider County, with an exciting cultural resource.

7. RESOURCE IMPLICATIONS:

7.1 The tables below detail the expenditure to date and the current costs of the proposed refurbishment programme alongside the proposed funding options that are currently being considered:

7.2 **Table Three:** Expenditure to date

Table Three below provides an analysis of the detailed design and survey activity that has already been undertaken to minimise future financial risks once the construction work commences:

Details	Forecast Expenditure £
Construction/Investigation and enabling Costs	62,500
Professional Fees	63,129
Internal project management costs	68,632
Planning and building control costs	3,048
Total Project Expenditure to date	£197,309
Funding Drawn down	
Arts Council for Wales Grant	12,136
Abergavenny Town Council	50,000
MCC Capital Budget	135,173
Total Funding Confirmed	£197,309

7.3 **Table Four:** Refurbishment Costs and funding options

Table four below outlines the current financial position of the project. The estimated outstanding cost of the refurbishment is £1,042,624 (this is on top of the £197k already incurred), current available budget stands at £309,624 so there is a £728,943 shortfall to be managed. The bottom half of the table identifies how Officers intend to fund the shortfall, currently £450k of funding has been secured via WG Transforming Towns grant and MCC grant match funding leaving £278k still to be found. A £107k contingency figure of circa 10% has been built into the cost model, this is standard practice and will be held outside of the contract, it will be used to cover any additional costs that may arise that have not been identified as part of the surveys. The Council's Property Service team will also continue to investigate opportunities to value engineer the project in order to reduce the costs.

Details	Forecast Expenditure £
Construction Costs	918,848
Professional Fees	16,673
Contingency	107,103
Total Project Expenditure	1,042,624
Funding Confirmed	
Arts Council for Wales Grant	198,854
ACW Additional Award	50,000
MCC Capital Budget	60,635
Total Funding Confirmed	309,489
Funding To be Confirmed	
Total	728,943
WG Transforming Towns	175,000*
MCC Match Funding Transforming Towns	175,000
MCC Access for All	100,000
Resource still being determined	278,943
Total	728,943

*Endorsed by Welsh Government Senior Official, awaiting final sign off

- 7.4 An Extra Ordinary meeting is being held with Abergavenny Town Council on the 15th September to discuss the extended refurbishment project and the funding shortfall that is still be addressed. The Council consider the Town Council to be a key stakeholder and are appreciative of the financial support offered to date and hope that they will consider this proposal favourably.
- 8. CONSULTEES:**
Senior Leadership Team;
Cabinet;
User Stakeholder Group;
Economy and Development Select Committee
Abergavenny Town Council
- 9. BACKGROUND PAPERS:**
Service Business Plan – Appendix B
- 10. AUTHOR:**
Cath Fallon (Head of Enterprise and Community Animation)
- 11. CONTACT DETAILS: E-mail: cathfallon@monmouthshire.gov.uk Tel: 07557 190969**

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>Borough Theatre Refurbishment</p>
<p>Name of Service: Enterprise and Community Animation</p>	<p>Date: Future Generations Evaluation 30th July 2021</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. 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	Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any group.	The proposal seeks to address the negative issues that currently prevent the Theatre from offering an equitable service to all users.	The refurbishment proposal seeks to provide a fit for future purpose professional theatre which is accessible to all, regardless of their age, disability or any other protected characteristic.
Disability	Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any group,	As above	As 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?
Gender reassignment	Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any group,	As above	Positive impacts of the proposal will be addressed on an on-going basis.
Marriage or civil partnership	Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any group,	As above	As above
Pregnancy or maternity	<i>Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any particular group,</i>	As above	As above
Race	<i>Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any particular group,</i>	As above	As above
Religion or Belief	<i>Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any particular group,</i>	As above	As above
Sex	<i>Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any particular group,</i>	As above	As above
Sexual Orientation	<i>Each new proposal will need to be assessed individually to consider if it impacts disproportionately on any particular group,</i>	As above	As above

2. The Socio-economic Duty and Social Justice

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

	Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage	Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Socio-economic Duty and Social Justice	<p><i>Socio-economic disadvantage can be defined as living in less favourable social and economic circumstances than others in society. Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. What evidence do you have about socio-economic disadvantage and inequalities of outcome in relation to this proposal? Will it impact disproportionately on certain groups? Can the proposals be improved to reduce inequalities of outcome?</i></p>	<p><i>Describe any negative impacts that your proposal/s will have on people or groups of people who suffer socio-economic disadvantage.</i></p> <p><i>None identified</i></p>	<p><i>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts in relation to the Socio- economic disadvantage.</i></p> <p>The refurbishment project contractors will be using local employees and suppliers which will have a positive impact on the local supply chain.</p> <p>We will be broadening our volunteer programme to provide opportunities for people to gain new work skills.</p> <p>The Team will also continue to develop the work with young people with experience of the care system, creative work around food poverty and work for young families.</p>

3. Policy making and the Welsh language.

How does your proposal impact on the following aspects of the Council's Welsh Language Standards:	Describe the positive impacts of this proposal	Describe the negative impacts of this proposal	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts
<p>Policy Making</p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language, no less favourably</p>	<p><i>1. When considering a new proposal, you must factor in the potential effect on the Welsh Language whether it be positive or negative. 2. Every opportunity must be taken to inform the public that they can communicate with us through the medium of Welsh. 3. We must do everything to the same standard in both languages and not treat the Welsh Language less favourably.</i></p>	<p>To ensure any potentially negative impacts are mitigated the team will ensure that all procurement and promotional exercises comply with the Welsh Language Act and the Council's Welsh Language Standards.</p>	<p>Every opportunity will be taken to increase the use of the Welsh language where appropriate.</p>
<p>Operational</p> <p>Recruitment & Training of workforce</p>	<p><i>If you are advertising new posts, you must carefully consider whether these roles require the ability to communicate through Welsh and English (either desirable or essential). This is especially pertinent with front line roles as more than 10 % of the population of Monmouthshire speak Welsh. Also, we need to consider additional training when appointing staff that have existing Welsh language skills.</i></p>	<p>As additional posts become available within the Theatre Team consideration will be given to the need for an ability to communicate through the medium of Welsh.</p>	<p>As above</p>
<p>Service delivery</p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>	<p>When advertising our services, you must promote the fact that people can deal with the council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.</p>	<p>Consideration will be given to the promotion of welsh language services during the procurement process and during the day-to-day delivery of the Theatre service.</p>	<p>As above.</p>

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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<ul style="list-style-type: none"> • We will continue to provide wider activities, training and events to support our volunteers beyond their activities in the theatre and during the refurbishment process. • We will look at what qualifications and benefits such as time credits that may be appropriate to our volunteers. • We will identify what different kinds of volunteering opportunities we can offer and identify partners such as the local schools or Abergavenny Community Centre who may support us in this goal. 	<p>Robust monitoring arrangements will be put in place to ensure that the mutually beneficial arrangements comply with legislative requirements particularly regarding contributions to the Well Being goals.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<ul style="list-style-type: none"> • Work to establish an outreach programme working with partners both within Monmouthshire County Council and beyond to particularly but not restricted to continue and develop the work with young people with experience of the care system, creative work around food poverty and work for young families. 	<p>As above</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>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<ul style="list-style-type: none"> As the Theatre re-opens following the refurbishment, we will work with our colleagues in the Community Learning team, Youth Employment and skills team and Library service to maximise opportunities for learning created by the programme and activities of the theatre. We will continue to find ways to present performative and creative "moments" around the Market Hall and town centre. We recognise the anxiety and worry that venturing out for essential shopping and for many people who have been particularly isolated this will continue to an extent as restrictions are lifted. We found that the gentle cultural interventions presented bring a calmness and joy to the public realm that has been missing without creating crowding or inappropriate risk. 	As above
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<ul style="list-style-type: none"> We will proactively seek to present authentic work and artists from cultures that are less prominent or visible in Abergavenny and North Monmouthshire as part of our programme mix. We will mount a series of open stakeholder events in different formats and contexts to engage with a variety of voices and communities to test and explore the services the theatre offers. 	Where opportunities arise more specific details regarding contributions to the wellbeing goals will be identified through regular reviews of activities.
<p>A globally responsible Wales Taking account of impact on global well-being when considering local</p>	<ul style="list-style-type: none"> We are rolling out e-tickets to reduce the use of paper and energy use in the production, distribution and collection of paper tickets. 	As above

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing	<ul style="list-style-type: none"> • Our current refurbishment is bringing improvements to the energy efficiency of our heating and cooling and the general energy efficiency of the heating, cooling and lighting of the space. • We have increased the use of digital marketing materials and e-lists to reduce use of paper brochures and posters. • We have moved to compostable cups in our bar to replace single use plastic and will investigate the introduction of offering customers reusable cups and providing facilities for customers to refill their own water bottles. • We are committed to stocking local produce where possible. For rider and function catering we look to work with food suppliers from the market we share a building with to reduce food miles. • We have streamlined the product lines to reduce wastage and reduce the amount of stock needed to be kept chilled. • We have been steadily increasing the use of LED and energy efficient lighting in the theatre and the wider building and our refurbishment will accelerate this. 	
A Wales of vibrant culture and thriving Welsh language	<ul style="list-style-type: none"> • The team will continue to develop the website and digital channels content ensuring that it has the 	n/a

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?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	<p>relevant information needed and it is accessible and bilingual.</p> <ul style="list-style-type: none"> The Team will continue to develop a full, cultural arts programme that supports and promotes the use of the Welsh Language. 	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<ul style="list-style-type: none"> We will look at the diversity of our catchment area compared to the postal codes who have historically attended our shows. We will then devise specific strategies to engage and build audiences in these 'not' or 'cold' spots. We will develop a clear written programming strategy articulating our priorities and intentions. 	Where opportunities arise more specific details regarding contributions to the Well Being goals will be identified through regular reviews of activities.

5. 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>	This proposal seeks to transform the existing Theatre into a fully functional professional Theatre that is suitable for the needs of future generations.	New activities associated with this proposal will be expected to produce a Future Generations Evaluation when they are brought to Cabinet or council for a decision.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>This proposal seeks to actively engage with local stakeholders and user groups.</p>	<p>New activities associated with this proposal will be expected to produce a Future Generations Evaluation when they are brought to Cabinet or council for a decision.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>Stakeholder engagements events have been held to seek views regarding the proposed refurbishment programme.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The Theatre in its current state is tired and shabby with fittings that are well beyond their service life. This refurbishment programme has been extensively investigated to ensure that the interventions proposed will prepare the service so it is fit for future purpose.</p>	<p>New activities associated with this proposal will be expected to produce a Future Generations Evaluation when they are brought to Cabinet or council for a decision</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The Theatre Team continue to work with the Arts Council for Wales and Creu Cymru to develop sustainable relationships to benefit Monmouthshire's artistic and cultural community.</p>	<p>As above</p>

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

	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 associated with the proposal, 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>	The purpose of this proposal is to be inclusive to all therefore no negative impacts are anticipated in relation to this particular activity.	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Corporate Parenting	n/a	As above	As above

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

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This policy is founded upon the following:

- The Wellbeing of Future Generations Act;
- Prosperity for All;
- Welsh Language Act;
- Socio-Economic Duty;
- The Well-being Assessment and the Population Needs Assessment;
- Equality Act 2010;
- The Equality and Human Rights Commission’s “Is Wales Fairer 2018” report;

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

This proposal seeks to undertake a significant refurbishment of the Borough Theatre that will re-establish the venue as a key cultural asset to the County, providing an opportunity to develop a sustainable service offer that is fit for future purpose and relevant for future generations.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
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Seek considered views of the proposal	Economy and Development Select Committee – September	Cath Fallon	
Cabinet	15 th September 2021	Cath Fallon	

10. 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	<i>Scrutiny</i>	<i>September 2021</i>	
3	<i>Cabinet</i>	<i>15th September 2021</i>	

SERVICE BUSINESS PLAN 2021 - 2024

SERVICE:

Manager: David Baxter

Directorate: Enterprise

Head of Service: Cath Fallon

Date of most recent update: Wednesday, 1 September 2021

OUR VALUES

- Teamwork
- Openness
- Fairness
- Flexibility

OUR SERVICE AIM

“We operate a **theatre** in the heart of Abergavenny where we promote **community, enjoyment, discussion, inspiration, education and joy** by providing a **stimulating, suitable, safe, and supportive** physical space where **artists, philosophers, orators, poets, academics, teachers, civic leaders, experts and enthusiasts** can **share stories, sounds, ideas, insight, opinions and passions** with their **peers, the local community and the wider world.**”

RESOURCES

Staffing

- We currently have 5.3 Full Time Equivalent Posts. (This includes casual posts)
- Professional staff have significant expertise and training and there is a well-motivated volunteer base.

Facilities

- The refurbishment and internal improvements will create an attractive and high-quality facility.

Audience/Customer Base and data

WHAT DO WE WANT TO ACHIEVE

Operational

1. To refurbish and upgrade the theatre so that it meets contemporary standards of safety, operation, and comfort.
2. To ensure we have fit for purpose processes and procedures to ensure the safe and efficient operation of the theatre that meets industry norms and standards.
3. To ensure we have the appropriately staff and volunteer resources and structures to be able to operate efficiently and effectively and be a place for learning and development.

Artistic

4. To present a balanced programme of events and activities that are financially sustainable.
5. To be a suitable space for local productions, events and creative ambition.
6. To support Abergavenny and the wider area as an attractive place to live, work and visit by developing events and cultural series of interest beyond our borders.
7. To be a leader for the development of cultural activities that promote the economic and social wellbeing of Abergavenny and the surrounding area.

Marketing and Sales

8. Develop our website and digital channels content ensuring that it has the relevant information needed and it is accessible and bilingual.
9. Investigate, develop, and instigate a “Friends” scheme and an “adopt a seat” scheme.
10. Look to maximise customer spend through up-selling at point of sales, looking at branded merchandise and identifying and exploiting promotional channels.
11. Utilise our marketing and sales systems to create regular customer analytics to grow our audience and their attendance frequency.

Business and administration.

12. To create a comprehensive 5-year business plan that reflects the opportunities and possibilities of the refurbishment.
13. To identify and install a new Bar Point of Sale system

MEASURES/MILESTONES

1. Refurbishment of the theatre auditorium, bar, and toilets alongside the installation of a new heating cooling system and wire tension grid.
2. Completion of the new Box office area.
3. Completion of the inhouse improvements to the backstage areas.
4. Completion of “Operating handbook”
5. Completion of review of staffing levels.
6. Completion of our service “offer” document.
7. Completion of our sales and marketing plan.
8. Completion of 5yr Business Plan.
9. Hitting our retained income, attendance, and events target.

KEY RISKS

1. Public funding for non-saturary services face significant pressure.
2. Available financial resources don't allow us to deliver the vision that will allow us to become more sustainable and cost effective in the medium term.
3. The refurbishment work has faced significant challenges and delays and this causes concerns and friction with the wider public.
4. The current human resources are based on a historical model and struggles to support the expected level of activities without significant additional overtime.
5. This could mean available staff and volunteers too insufficient to deliver service .
6. Activities and operations of other services in the building impact on the succesful delivery of the theatre's service and vice versa.
7. Audience and public attendance habits are unknown post Covid-19.

- There is a wide audience base, and our box office system has significant analysis tools that with trained staff resource can be utilised to better target sales.

Revenue Budget

- Retained income (the money retained by the theatre after the deduction of production costs/fees/promoter share and royalties etc)

Other Resources

- We receive funding and support from the Arts Council of Wales, and this is a key relationship as is Creu Cymru the network for theatre in Wales which provides training and networking opportunities in addition to some funding.

Income Growth

- Through a strong brand, cultural offer, and quality service we are looking to grow our retained income, secondary spend (bars, merchandising), service income (marketing and box office), sponsorship and external funding.


8. Resistance to changes to hire arrangements – challenge of setting sustainable charges that are affordable to the theatre and the hirers/users.



TRACK, ASSESS & PROCEED

RAG
key:

Progressing
well 

Progressing but not on
target 

Attention needed 

Our Actions	Who & When	Alignment: Objective & Plan	What have we done	RAG	What impact is this action having?	How we can evidence this?	What next?
			<i>Section Completed Quarterly</i>		<i>Section Completed Annually</i>	<i>Section Completed Annually</i>	<i>Section Completed Annually</i>
Refurbishment of the theatre auditorium, bar, and toilets alongside the installation of a new heating cooling system and wire tension grid.		Maximise the potential of the Natural and Built environment.		A			
Appoint Principal contractor for refurbishment	Theatre refurbishment team – Q1	Maximise the potential of the Natural and Built environment.	Completed design work and started the procurement process	G			
Identify any budget shortfall and secure additional funds needed to complete project	Q1	Maximise the potential of the Natural and Built environment.	Costs clearer through procurement process, details being drafted to discuss internally and with Arts Council Wales.	R			

To ensure we have fit for purpose processes and procedures to ensure the safe and efficient operation of the theatre that meets industry norms and standards.				
Implementation of YesPlan System customised to Borough Theatre	Ongoing	Future-Focused council	System set up as a diary and contact manger. Corn Exchange hire forms created. Production sheets and main contracting in process.	G
Completion of "Operating handbook" -.		Future-Focused council		G
Listing of key processes.	Q1	Future-Focused council		G
Produce Process maps for each process.	Q2	Future-Focused council		G
Completion of review of staffing and volunteer levels.	Q2	Future-Focused council		G
Create an indicative events schedule and rota to access typical staffing levels over a four-week period.	Q2	Future-Focused council		G
Identify a training curriculum, plan and schedule for staff and volunteers	Q3	Future-Focused council		G

Completion of our service “offer” document.		Future-Focused council		G			
Create menu of services	Q2	Future-Focused council		G			
Create price list		Future-Focused council		G			
Finalise Terms and Conditions.		Future-Focused council		G			
Completion of our sales and marketing plan.		Future-Focused council		G			
Develop our website and digital channels content ensuring that it has the relevant information needed and it is accessible and bilingual.	Q1	Future-Focused council		G			
Investigate, develop, and instigate a “Friends” scheme	Q2	Future-Focused council		G			
Produce quarterly customer analytics reports.	Q3	Future-Focused council		G			
Completion of 5yr Business Plan. Hitting our retained income, attendance, and events target.		Future-Focused council		G			
Completion of programme strategy	Q2	Lifelong well-being & Best Possible Start in Life		G			

Development plan for local users	Q2	Lifelong well-being		G
Create working group for development of an Abergavenny "Folk" Festival	Q3	Lifelong well-being		G

How does our work contribute to the seven national wellbeing goals?

Section Completed Annually

A Wales of vibrant Culture and thriving Welsh Language

- We will present Welsh language and bilingual theatre and music events and examine how events can serve Welsh speakers and support Welsh learners.
- We will work with partners to find ways to promote the Welsh language.
- We will treat the Welsh and English languages equally in our print and digital communications.

A Globally responsible Wales

- We are rolling out e-tickets to reduce the use of paper and energy use in the production, distribution and collection of paper tickets.
- We have increased the use of digital marketing materials and e-lists to reduce use of paper brochures and posters.
- We have moved to compostable cups in our bar to replace single use plastic and will investigate the introduction of offering customers reusable cups and providing facilities for customers to refill their own water bottles.
- We are committed to stocking local produce where possible. For rider and function catering we look to work with food suppliers from the market we share a building with to reduce food miles.

- We have streamlined the product lines to reduce wastage and reduce the amount of stock needed to be kept chilled.
- We have been steadily increasing the use of LED and energy efficient lighting in the theatre and the wider building and our refurbishment will accelerate this.
- Our current refurbishment is bringing improvements to the energy efficiency of our heating and cooling and the general energy efficiency of the heating, cooling and lighting of the space.

A Prosperous Wales

- We will continue to provide wider activities, training and events to support our volunteers beyond their activities in the theatre.
- We will look at what qualifications and benefits such as time credits that may be appropriate to our volunteers.
- We will identify what different kinds of volunteering opportunities we can offer and identify partners such as the local schools or Abergavenny Community Centre who may support us in this goal.

A resilient Wales

- Work to establish an outreach programme working with partners both within Monmouthshire County Council and beyond to particularly but not restricted to continue and develop the work with young people with experience of the care system, creative work around food poverty and work for young families

A healthier Wales

- As we open, we will work with our colleagues in the Community Learning team, Youth Employment and skills team and Library service to maximise opportunities for learning created by the programme and activities of the theatre.
- We will continue to find ways to present performative and creative “moments” around the Market Hall and town centre. We recognise the anxiety and worry that venturing out for essential

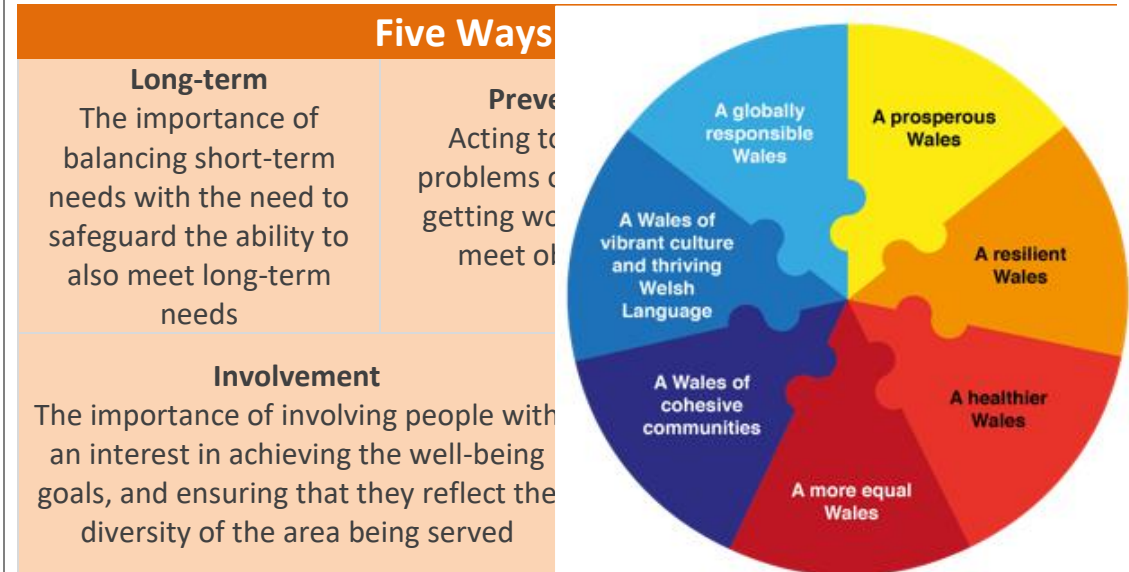
shopping and for many people who have been particularly isolated this will continue to an extent as restrictions are lifted. We found that the gentle cultural interventions presented bring a calmness and joy to the public realm that has been missing without creating crowding or inappropriate risk.

A more equal Wales

- We will look at the diversity of our catchment area compared to the postal codes who have historically attended our shows. We will then devise specific strategies to engage and build audiences in these 'not' or 'cold' spots.
- We will develop a clear written programming strategy articulating our priorities and intentions.

A Wales of cohesive communities

- We will proactively present authentic work and artists from cultures that are less prominent or visible in Abergavenny and North Monmouthshire as part of our programme mix.
- We will mount a series of open stakeholder events in different formats and contexts to engage with a variety of voices and communities to test and explore the services the theatre offers.



Measures / Milestones	Previous (Year)	Target	Current	Comments	RAG
<i>Section Completed Quarterly</i>					
<i>Standard Measures</i>					
Average days lost to sickness absence per FTE employee					Green
Percentage of employees who leave the department					Green
Percentage of staff that received a performance review					Green
Percentage of staff who are trained to the appropriate safeguarding level					Green
Forecast overspend or underspend each quarter					Green
Number of complaints received					Green
Number of compliments received					Green
<i>Service area-specific measures</i>					
Refurbishment of the theatre auditorium, bar, and toilets alongside the installation of a new heating cooling system and wire tension grid.				All planned work completed and building open to the public.	Green
Completion of the new Box office area.				New fittings and furniture and screens in window.	Green
Completion of the inhouse improvements to the backstage areas.				Redecorating and refreshing of dressing room and backstage door areas by in -house team.	Green
Completion of "Operating handbook"				Document issued.	Green
Completion of review of staffing levels.				Report containing scenarios and numbers completed.	Green
Completion of our service "offer" document.				Hire packs and online brochure and booking system live and in place.	Green
Completion of our sales and marketing plan.				Marketing plan for 21-24 completed.	Green
Completion of 5yr Business Plan.				Detailed Business plan for 21-24 issued.	Green
Annual retained income target.				Targets to be set post Covid and refurbishment.	Red



the medium term.							
The refurbishment work has faced significant challenges and delays and this causes concerns and friction with the wider public.	Likely	Substantial	Medium	Secure clear timetable and communicate clearly to manage expectations. Communicate and promote the benefits.	Possible	Moderate	Low
The current human resources are based on a historical model and struggles to support the expected level of activities without significant additional overtime.	Almost Certain	Major	High	Identify actual and specific need based on data and relate resource costs to events. Identify and implement solutions.	Unlikely	Minor	Low
This could mean available staff and volunteers too insufficient to deliver service .	Likely	Major	High	Based on need identify necessary, staff, volunteer and agency numbers ensure human resources in place	Unlikely	Minor	Low



				along with systems to manage them.			
Activities and operations of other services in the building impact on the successful delivery of the theatre's service and vice versa.	Likely	Substantial	Medium	Ensure close liaison and communications between services under same roof. Use Yes Plan system to issue precise schedule and details around activities.	Possible	Moderate	Low
Audience and public attendance habits are unknown post Covid-19.	Possible	Moderate	Low	Monitor sector trends through professional networks. Monitor impact of promotions and reach of audience against historical data	Unlikely	Minor	Low
Restistance to changes to hire arrangements – challenge of setting sustaible charges that are affordable to the theatre and the hirers/users	Possible	Substantial	Medium	Create a clear and justifiable offer with comprehensive Terms and conditions and work with users to precisely communicate and justify the T&C's.	Possible	Moderate	Low

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SUBJECT: Employment and Skills Update

MEETING: Economy and Development Select Committee

DATE: 7th September 2021

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To present an update on the projects, programmes and other activities being delivered by the Employment and Skills Team including progress to date, performance against targets, finance and resource implications, success stories and challenges.
- 1.2 To scrutinise the community focussed draft Employment and Skills 'Plan on a Page' (Appendix 1) and proposals to re-develop the Team's web presence.

2. RECOMMENDATIONS:

- 2.1 To provide comments which will be considered when finalising the Employment and Skills 'Plan on a Page' and the re-development of the Employment and Skills Website.

3. KEY ISSUES:

3.1 Performance of current Programmes

- 3.1.1 The Employment and Skills Team has undergone a restructure (Appendix 2) and delivery now includes Kickstart, InFuSe and the extended Communities for Work Plus delivery team.
- 3.1.2 **Kickstart:** The team were successful in their bid to deliver Kickstart, a UK Employment programme developed in response to Covid 19. Kickstart is part of the UK Government's Covid response within their 'Plan for Jobs' and aims to create thousands of new, fully funded jobs across England, Scotland and Wales. This aligns with Welsh Government's Employability Plan in preparing for a radical shift in the world of work, responding to current and future skills gaps and providing a personalised approach to employability support. The Scheme aims to create fully subsidised, six-month work placements for individuals aged 16-24 who are claiming Universal Credit and are at risk of long-term unemployment.
- 3.1.3 **InFuSe:** the ESF funded public sector innovative future services programme will build skills and capacity for Innovation in public services across the Cardiff Capital Region. The programme commenced with Cohort Alpha, a provision testing cohort. The Cohort are now tackling a range of real-world local challenges including Decarbonisation of Council fleets; Home energy efficiency; Opportunities for energy using dog fouling; Maximising supply chains through procurement; and Asset Based Community Development. Cohort 1 will commence in October 2021 and will be driven by the biggest challenges faced by the region – particularly those linked to accelerating decarbonisation and developing supportive communities.
- 3.1.4 The Employment and Skills Team are leading on/delivering projects with an estimated value of £2.4m in the 2021-22 financial year in line with project targets and outcomes (Appendix 3) and has moved to a project-based approach, to ensure the effective management and monitoring of individual project performance, delivery, finances, risk, and impact.

- 3.1.5 Project/Programme performance has remained consistent, demonstrating strong performance across most projects (Appendix 3) which are performing either above target or within tolerance against profile. There has also been an upturn in performance over the last six months with projects that were impacted by Covid-19.
- 3.1.6 The Team has recently conducted a survey with local businesses, to assess the impact of Covid-19 which included an assessment of skills gaps from the business sector. The survey identified skills gaps which included Marketing and Online Sales; Management; Website Development; Business Systems Automation; Accountancy. These are specialist skills that sit outside of traditional scope of delivery for employability providers, we will explore specialist provision to address these skills gaps.
- 3.1.7 A subscription to the Evolutive Business Management System is currently being explored which will support business engagement activities in the future in order to achieve a wider reach. This is currently being assessed by the Team in terms of resource implications, efficiency savings and added value for the Authority.
- 3.1.8 Early work has started on the re-development of the Employment and Skills Teams digital presence, in particular the website, in order to deliver a more accessible, attractive, and user-friendly online service to Monmouthshire residents; widen the teams reach; and increase the number of engagements and enrolments achieved via digital mediums such as; website, e-forms, and social media.
- 3.1.9 The website re-development is based on the Cardiff City Council's [Intoworkcardiff](#) website, which will enable the Team to reach clients who may not normally engage with Job Centre Plus or statutory services. The website will act as a triage tool for self-referrals, promote the Team's qualifications centre, classroom, and online courses, and increase the Team's digital media reach.

3.2 Next Steps

- 3.2.1 Inspire2Achieve, Inspire2Work and Skills@Work ESF funded projects will end in December 2022 with the conclusion of this EU funding stream. This presents a challenge for the sustainability of the local authorities' NEET and unemployment figures. The loss of provision coupled with the experience, knowledge and skills set of these teams will negatively impact upon Monmouthshire residents.
- 3.2.2 To address this issue, Torfaen County Borough Council are leading on an Employability Paper (CELT – Connect, Engage, Listen, Transform) on behalf of the ten Local Authorities of the Cardiff Capital Region. This Paper sets out the region's future employment and skills demands and explores how the Shared Prosperity Fund can support this going forward. The paper has been approved by the CCR Strategic Board and will be taken through all the Local Authority's Cabinet Approval process once the final version has been signed off by Chief Officers.
- 3.2.3 In the interim, a regional Community Renewal Fund bid for CELT was submitted in June for short term funding from August 2021 to March 2022 in readiness for a subsequent bid to the UK Shared Prosperity Fund in 2022/23. The purpose of the bid is to enhance the current service by; Developing a Triage system – mechanism to ensure referrals to the right support; Employing a Wellbeing Engagement Worker; Enhancing our Digital and outreach engagement; Sourcing employment opportunities in Construction and Digital; and Targeting employment support for homeless/at risk of homelessness.

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

- 4.1 The Assessment (Appendix 4) demonstrates that the Employment and Skills programmes comply with the well-being five ways of working, supports the well-being goals and associated activities. This is expected to have a positive impact on all groups and people with protected characteristics however the assessment also acknowledges that due to mental health and wellbeing, social and educational barriers, not every person will progress into education, employment, and training.

5. OPTIONS APPRAISAL

- 5.1 An options appraisal has been undertaken in Table One below.

Table One: Options Appraisal

Option	Benefits	Risks
Do nothing – ‘Plan on a Page’ and website redevelopment	None identified	Failure to sustain or develop the Team’s community and digital engagement will result in a failure to reach out to the residents that need employment and skills support for a better future.
Implement ‘Plan on a Page’ and re-develop website	A blended and responsive approach to community and digital engagement	Information must be relevant, community friendly and attractive to ensure residents engage, feel valued and supported.

6. REASONS:

- 6.1 The Employment and Skills ‘Plan on a Page’ has been developed to provide a clear and concise overview of the Team’s purpose, offer and vision. The plan draws together the consistent aims and objectives from the Team’s diverse range of projects, programmes and activities whilst retaining the bespoke and specialist support provided through the individual projects.
- 6.2 The Team restructure has provided accessible and strong leadership and management to all staff and effective financial management of projects and programmes within the service area to ensure effective project performance and compliance with funding criteria and audit requirements.
- 6.3 The Team presently have limited resources and infrastructure for engaging and communicating with businesses in Monmouthshire in an effective manner. Subscription to the Evolutive Management system will:
- Serve as the primary local business information database for the Authority;
 - Improve efficiency and capacity when liaising with businesses;
 - Capture both business and participant information to enable a ‘job matching’ process.
- 6.4 The current website format on the Monmouthshire County Council website does not allow content such as events calendars, media, and videos. This limits information the Team can present and is currently not attractive and user friendly. A re-development of the Team’s website is essential to improve digital engagement, increase enrolments in qualifications and training and ultimately ensure the Team provide the most current employment and skills information.
- 6.5 The end of ESF presents local challenges, however this also presents the Team with an opportunity to reflect on what has worked well and what needs improvement going forward, when developing a first-class delivery programme. The team recognise the need to continue

to address individual and local need, through a regional approach in order to improve efficiency, sustainability and collaborative expertise and knowledge. The Team will be taking part in a series of regional workshops to illustrate the local picture ensuring the Team are equitably resourced for the future.

- 6.6 If successful, the CELT Community Renewal Fund bid will provide an entry into the UK Shared Prosperity Fund and will enhance the Team's offer to residents by centralising the triage role within the Team and providing additional wellbeing and support resources. It also strengthens the regional working practices of the team which aligns to both local and national priorities including Welsh Governments Employability Plan.

7. RESOURCE IMPLICATIONS:

- 7.1 Outline cost of £4,000 for redevelopment of the Employment and Skills Website including ongoing maintenance and hosting. This will be funded through existing project budgets.
- 7.2 Evolutive business management system will cost £4000 per annum for the base system with additional costs dependent on user requirements, to be funded through existing project budgets and service area collaboration.

8. CONSULTEES:

Economy and Development Select Committee
DMT – Enterprise
Frances O'Brien – Chief Officer for Enterprise
Cath Fallon – Head of Enterprise and Community Animation

9. BACKGROUND PAPERS:

- *Draft Employment and Skills Plan on a page (Appendix 1)*
- *Employment and Skills Structure (Appendix 2)*
- *Project Update 2021-22 (Appendix 3)*
- *Future Generations Evaluation (Appendix 4)*
- *Employment and Skills Presentation (Appendix 5)*

10. AUTHOR:

Hannah Jones - Strategic Lead for Employment and Skills

11. CONTACT DETAILS:

Email: hannahjones@monmouthshire.gov.uk

Employment & Skills: Our Plan on a Page 2021

OUR PURPOSE

We want 'your' Monmouthshire to be a place where you feel supported, provided an opportunity to access the education, employment and skills you need to thrive throughout your working life.

OBJECTIVES

Our plan sets out how our Employment and Skills Team intend to support individuals of working age progress by gaining the skills our economy needs:

This will be achieved by:

- Being more creative with our Social Media making it easier more engaging for you
- Keeping active within the community through our employment programmes
- Actively seeking future funding opportunities to ensure we can provide the best possible services
- Continuing our work within schools supporting those who need it most ensuring they have the same learning opportunities as their peers and are not left behind
- Working to support Young People affected by Homelessness or at risk of becoming homeless
- Increasing the range of qualifications, we offer meeting local community and business needs
- Offering opportunities to up skill or retrain, tailoring to meet both yours, your employer and future employer expectations.
- Creating apprenticeship, graduate and internship posts to meet skills gaps within the local authority and surrounding business community.

OUR VISION

Through working with our communities, we will create an Employment and skills support network that will meet the expectations and needs that you and our local businesses deserve, further establishing Monmouthshire as one of the best places in the country to live, learn and work.

EMPLOYABILITY SUPPORT

- Address personal and social barriers to work
- Intensive tailored support
- Gain valuable job search and job applications support
- Building and improving CVs
- Improve interview techniques and mock interviews
- Support into work and in work

SKILLS AND TRAINING SUPPORT

- Re-train or upskill to match employment opportunities
- Gain transferable skills or re-skill
- Address Individual Skills
- Vocational training courses including Level 2 health and safety, food hygiene, personal license holders

SPECIALIST SUPPORT

- Individual mentoring, Advice and guidance
- Mental health and wellbeing support
- Advocacy support for 16 -25 year old at risk of becoming homeless
- Access to a range of specialist services

WHAT HAVE WE BEEN DOING?

To date, our Employment and Skills Team have engaged with 1,540 Monmouthshire Residents aged 11+.

Our employability projects have supported 214 participants aged 16+ into employment.

School based projects have supported 694 young people aged 11-18

Through our skills and qualification support for participants aged 16+, we have supported 168 participants.

Our Compass project, supports young people 11-25 facing difficulties with housing and homelessness, has supported 67 participants into more stable housing or specialist support services.

Additionally our Employment and Skills Team have worked to create opportunities within Monmouthshire County Council through the Apprenticeship Graduate and Internship (AGI) scheme.

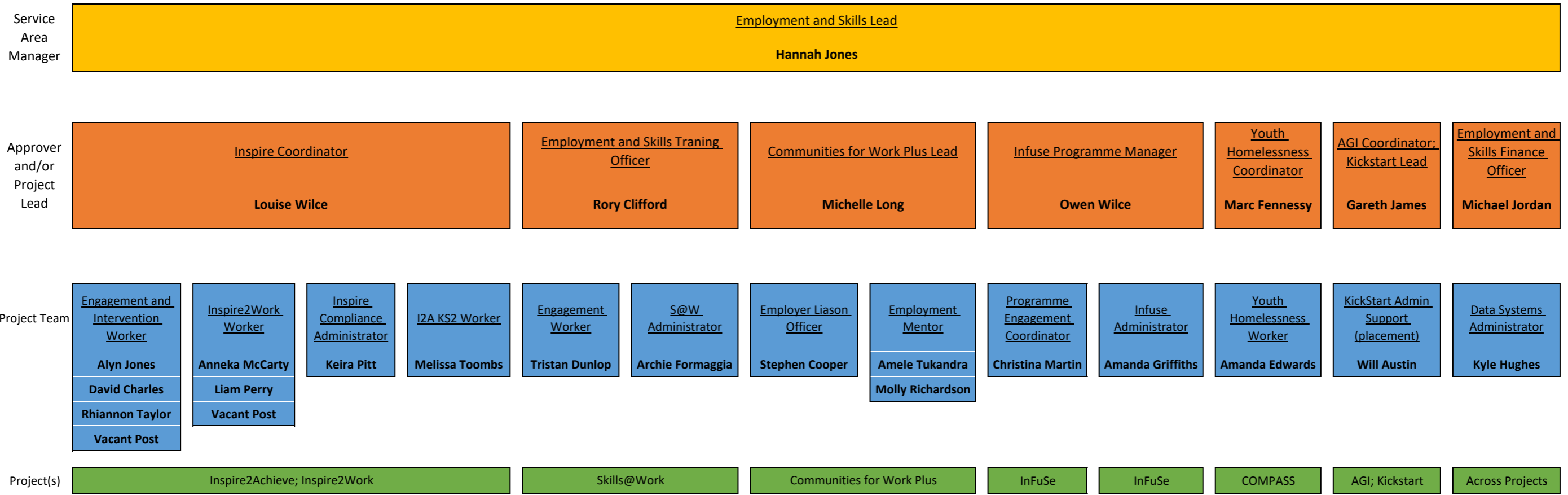
- Recruited 20 new Apprentices
- Approximately, 168 staff within MCC have signed up to apprenticeships to increase their qualifications/up-skill, 85 of these being higher level apprenticeships (Level 4/5).

Successful with a bid to deliver the UK Governments Kickstart Scheme creating 108 opportunities for participants 16 - 24 in receipt of Universal Credit

Click on the social media icons below for more information and updates:



EMPLOYMENT AND SKILLS TEAM STRUCTURE



Appendix 3 - Employment and Skills Project Update 2021-22

- Forecast project costs are inclusive of Grant Income and any associated Match Funding
- Total Project cost includes joint beneficiary costs where MCC is the lead
- FTE Staff based on all currently vacant posts being filled

Project	Purpose	Targets/Outputs	Progress to Date (from April 21)	Total Project Cost 2021-22 (Grant Funding Sources)
Infuse (EW and WWV)	To develop new innovation skills and capacity within the 10 local authorities in CCR by tackling regional public service challenges.	40 Participants enrolled on programme. 10 LA's Engaged. Peer network and community created. Case Studies produced. New methods explored.	19 Participants enrolled on programme 10LA's engaged Network created on Microsoft Teams 2 Case studies produced	£1,150,379 (European Social Fund) [Lead for Regional Operation]
Inspire2Achieve	To work with young people identified as most at risk of becoming NEET (not in education, employment or training).	180 participants enrolled 37 achieving a qualification 35 entering further education/training 54 at reduced risk of NEET	67 participants enrolled 43 achieving a qualification 0 entering further education/training 45 at reduced risk of NEET	£328,993 (European Social Fund, Youth Support Grant)
Inspire2Work	To work with young people 16-24 years old, who have been identified as not engaged in education, employment or training.	87 participants enrolled 24 achieving a qualification 8 entering further education/training 20 entering employment	16 participants enrolled 12 achieving a qualification 0 entering further education/training 19 entering employment	£248,506 (European Social Fund, Youth Support Grant)

Communities for Work Plus	Provide employability support to Monmouthshire residents at risk of poverty	150 participants enrolled 75 participants enter employment of 16hrs or more	<ul style="list-style-type: none"> • 41 clients enrolled • 21 job outcomes 16+ hrs • Elearning to 9 participants • Social media Video - "A Summer to remember" 	£150,000 (Children & Communities Grant) £114,366 (WG Additional CfW+ Allocation)
Skills@Work	Provide opportunities for those in work Monmouthshire residents who are looking to upskill, change career or after some general employability support	103 enrolled 120 to achieve qualifications	58 enrolled as of August 21 40 qualifications achieved as of August 21	£135,736 (European Social Fund)
Compass & Youth Support Grant Activity	Compass aims to identify and support young people aged 11-25 that are at risk of homelessness or have become homeless; to support each in achieving and maintaining a stable and safe home environment and sustainable level of independence.	25 X KS3-4 pupils identified and to receive support. 40 X 16–25-year-olds identified and to receive support. Staff Homeless Awareness Development & Training 5 X Training Opportunities to be offered to Partners Continued expansion of professional collaborations as required.	36 x KS3-4 pupils supported or still receiving support (36 Risk of Homelessness) 12 x 16-25s supported or still receiving support (11 Risk of Homelessness, 1 Homeless) 2 x Post 25s supported or still receiving support (1 Risk of Homelessness, 1 Homeless)	£150,000 approx.
KickStart	Provides funding to employers to create job placements for 16 to 24 year olds on Universal Credit.	Creation of 86 job placements (45 MCC; 41 external organisations) Additional applications for placements or to act as gateway	Job opportunities now created stands at 107 (although this figure changes regularly due to DWP attrition exercises and sometimes circumstances of employers). 14	£141,300 (DWP KickStart) [Gateway for 45 internal placements and 41 external]

		open until June 2022. Option to extend depending on internal and business community needs.	opportunities have been filled with several others pending. DWP will start to see relaxation in house now which means we may start to see our employability projects working more closely with participants at point of referral.	These numbers will increase as further work is progressed within the authority.
Non-project Staff	Employment and Skills Lead Apprentice Graduate and Intern Coordinator		Since April MCC has brought in 4 new apprentices, 3 new Kickstart placements and 1 new graduate into a range of different settings. For tracking and Monitoring purposes we have now arranged with Systems and Data for AGI's and Kickstart participants to have unique prefix's for ease of running reports: Apprentice – APP Graduate – GRD Kickstart – KSTART Reports will be run on a monthly basis.	-
Employment & Skills Total				£2,419,280

Appendix 4 - Future Generations Evaluation



monmouthshire
sir fynwy

Equality and Future Generations Evaluation

<p>Name of the Officer: Hannah Jones</p> <p>Phone no: 07738 340 418 E-mail: hannahjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <ul style="list-style-type: none"> To present an update on the projects, programmes and other activities being delivered by the Employment and Skills Team including progress to date, performance against targets, finance and resource implications, success stories and challenges. To consider the community focussed draft Employment and Skills 'Plan on a Page' (Appendix 1) and proposals to re-develop the Team's web presence.
<p>Name of Service area: Employment and Skills – Enterprise and Community Animation</p>	<p>Date: 7th September 2021</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	We will engage with all young people and adults	None identified	N/A
Disability	We will meet individual needs without discrimination.	None identified	N/A
Gender reassignment	We aim to be inclusive regardless of gender / non gender specific	None identified	N/A


Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	We will ensure fairness and equity.	None identified	N/A
Pregnancy or maternity	Risk assessment will be in place for pregnant women ensures all health and safety measures have been addressed.	None identified	N/A
Race	We will ensure equity of opportunity regardless of race.	None identified	N/A
Religion or Belief	We will offer opportunities that will take into account peoples' religion and religious beliefs.	None identified	N/A
Sex	We will offer opportunities that will take into account individual needs regardless of sex.	None identified	N/A
Sexual Orientation	We will offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	N/A
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.	None identified	N/A
Poverty	We will target people who are in work poverty or at risk of poverty for future apprenticeship opportunities	None identified	N/A





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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Employment and Skills continue to use resources in the best way to support young people and adults in achieving sustainable employment, improving skills levels and increasing earnings potential in the future. In terms of inward investment, Infuse will deliver a range of learning techniques and transferable skills to enable the local authority staff to identify, investigate and assess alternative solutions to the thematic challenges.</p>	<p>We will work with Managers to develop new higher-level apprentice and graduate opportunities and opportunities for existing staff.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>We will strive to maintain biodiversity and ecosystems in our working environment such as waste, recycling, minimize energy usage and efficient use of such resources, whilst also raising awareness of environmental issues and healthy lifestyles.</p>	<p>Since March 2020, staff team have worked from home as much as possible therefore significantly reducing the carbon footprint</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized, and health impacts are understood</p>	<p>Young people and adults' physical and mental wellbeing can be a barrier to education training and employment. Our support continues to remain high and consistent. We refer clients to specialist support services at the point of concern and maintain contact through.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The website redevelopment will be community friendly, attractive and flexible to local need.</p> <p>Communities for Work Plus (CfW+) IT loan scheme has proved invaluable for training and employment support. All 10 chrome books have been loaned out and 3 job outcomes have been achieved from the scheme</p>	<p>To ensure the Employment and Skills team continue to focus on encouraging community cohesion as one of its social drivers.</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>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The two shared priorities of the Infuse programme are Accelerating Decarbonisation and Supporting, Enhancing and Transforming Communities which will improve the local, social economic and environmental wellbeing across the Cardiff Capital Region</p>	<p>.Any decisions taken will take into global wellbeing as part of the day to day processes.</p>
<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>All our marketing publications and printed literature will continue to be available bilingually where appropriate. We will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.</p>	
<p>More equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Employment and Skills team will continue to effectively engage and provide support for young people and adults regardless of ethnic origin, gender, disability sexual orientation or religion to ensure all actively participate in and benefit from their apprenticeship opportunity.</p>	<p>All our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.</p>

3. 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>The proposal aligns with the Corporate priorities to reduce inequality and deliver a sustainable and resilient organisation.</p> <p>This will reduce the likelihood of future or continuing poverty.</p>	<p>The proposal seeks to continue to raise young people's and adults work aspirations for the future; increase skill levels and employment opportunities with the potential to earn a higher income.</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>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Employment and Skills Team work with partners on a daily basis to achieve common goals.</p>	<p>The Employment and Skills Team offer services within the community working with partners to the benefit of our citizens.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The plan on a page will provide community focussed information directing residents to our points of contact to access our support and to seek their views on individual and local employment and skills needs and respond accordingly.</p>	<p>We will be carrying out an evaluation of our ESF projects over the next 12 months as ESF draws to end to ensure our future delivery model is the best it can be for our young people and adults.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>This proposal will challenge behaviours, actions and attitudes, subsequently establishing firm foundations to respond and adapt to social and economic change in the development of a modern knowledge – based economy.</p>	<p>The Infuse programme will transform public sector services developing new techniques and approaches with a clear focus and alignment to national priorities.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Employment and Skills contributes to the wellbeing goals and staff demonstrate and understand their input into the wellbeing goals whilst also considering the impact.</p>	<p>One of the key drivers of the offer is the promotion of future opportunities' and key developments will reflect that.</p>

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4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	This proposal will reduce the number of residents that are living in poverty offering supportive measures to improve their future chances of securing higher earning employment, improve skills levels and sustaining employment.	None identified	N/A
Safeguarding	Safeguarding is a priority and we have an excellent relationship with children and adult services. All Employment and Skills staff and volunteers have completed the Safeguarding level 1.	None identified	N/A
Corporate Parenting	All Care Leavers have guaranteed interviews to all MCC vacancies including apprenticeships. We aim to provide a tailor package for Care Leavers which is flexible to their needs and circumstances.	None identified	N/A

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

This report is founded upon following:

- The team work to deliver the NEET (not in education, employment and training) agenda and the AGI (Apprentice Graduate and Intern) strategy at a local level, their work also aligns with the skills for the future agenda at a regional and national level.

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?

It is anticipated that this change will have a positive impact on peoples' social, emotional, health and wellbeing, education and skills. This will develop their resilience and improve their life chances. This proposal does acknowledge that due to personal, social and educational barriers, not every person will progress in their employment.

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
<ul style="list-style-type: none"> • To implement Employment and Skills plan on a page 	September 2021	Hannah Jones
<ul style="list-style-type: none"> • To re-develop and launch Employment and Skills website 	December 2021	Hannah Jones

8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision-making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	E & D Select committee	7 th September 2021	

Employment & Skills Update

E&D Select Committee

7th September 2021



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- Purpose
- Project Update
- Business Engagement
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- Employment & Skills Successes
- Challenges
- Future Developments
- Employment & Skills Plan on a Page

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Employment & Skills Presenters

- Hannah Jones - Employment and Skills Strategic Lead
- Gareth James - AGI Coordinator
- Stephen Cooper - Employment Liaison Officer
- Archie Formaggia - Skills@Work Administration Apprentice
- Will Austin - Kickstart Administrator



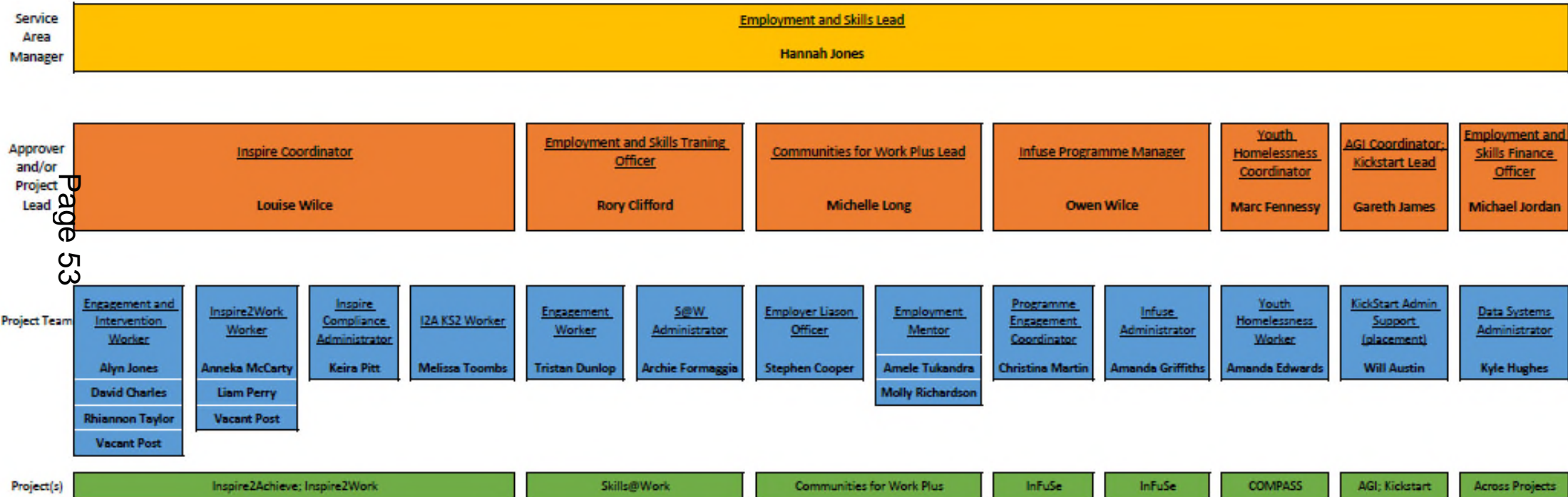
Employment & Skills Team

- Employment and Skills aims to support children, young people and adults to engage in education, training and employment.
- We will provide the opportunity to gain new skills, retrain, upskill and achieve the right qualifications for future career aspirations.
- We will develop and support apprenticeship, graduate jobs and internships across the authority.
- We will work with our most vulnerable offering appropriate interventions for a safe, prosperous and healthy life.
- We aim to work with our local businesses, employers and communities on a local and regional basis providing innovative pathways to strive and succeed.



Employment & Skills Team Structure

EMPLOYMENT AND SKILLS TEAM STRUCTURE



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To support young people in Year 6 who are identified as at risk of becoming NEET from an early age by providing emotional and behavioural support .

Funded until **December 2022**

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Numbers of Year 6 into 7 children to be supported during transition this academic year 21/22.

Chepstow - 10

Caldicot - 42

King Henry VIII - 43

Monmouth - 36

KS2/3 Transition

Focus:

Early Intervention Tool

Needs led support

Attendance, Wellbeing and Behaviour improvement focus

Transition support through first term

ELSA/THRIVE Intervention

Networking

School Clusters

Early Help Panel

PRS

Multi-agency meetings.



Ysbrydoli Gyflawni Inspire Achieve

To support young people aged 8-18 who are identified as at risk of becoming NEET (not in education, employment or training (NEET) in Monmouthshire.

Funded until **December 2022**

Delivery Team :

- Louise Wilce (Co-ordinator)
- Rhianon Taylor (King Henry)
- Alyn Jones (Monmouth)
- Dave Charles (Caldicot)
- Melissa Toombs (KS2)
- Vacancy (Chepstow)
- Keira Pitt (Admin)

Enrolments & Outcomes

- Total Young People supported since Apr 2016 – 705 (745)
- Year 11's into Education/Training – 153 (64)
- Qualifications Achieved – 204 (174)
- Participants at Reduced Risk of NEET - 345 (358)

Focus:

- Needs led support
- Qualifications - BTEC Workskills/Personal & Social Development with Year 10/11
- Support to improve Attendance, Attainment, Behaviour, Wellbeing
- Support with Post 16 destination transition

College Course Uptake

Multi-Skills (Construction)

Childcare

Hair & Beauty

Animal Care

Health & Social



NEET Figures 2016-2020

	Year 11	Year 12	Year 13
2016	16 (2.0%)	6 (1.3%)	8 (1.9%)
2017	10 (1.4%)	7 (1.4%)	8 (2.1%)
2018	12 (1.6%)	2 (0.5%)	6 (1.4%)
2019	10 (1.3%)	4 (1.0%)	5 (1.3%)
2020	11 (1.4%)	7 (1.5%)	14 (3.9%)

Number of students
(Percentage of cohort)

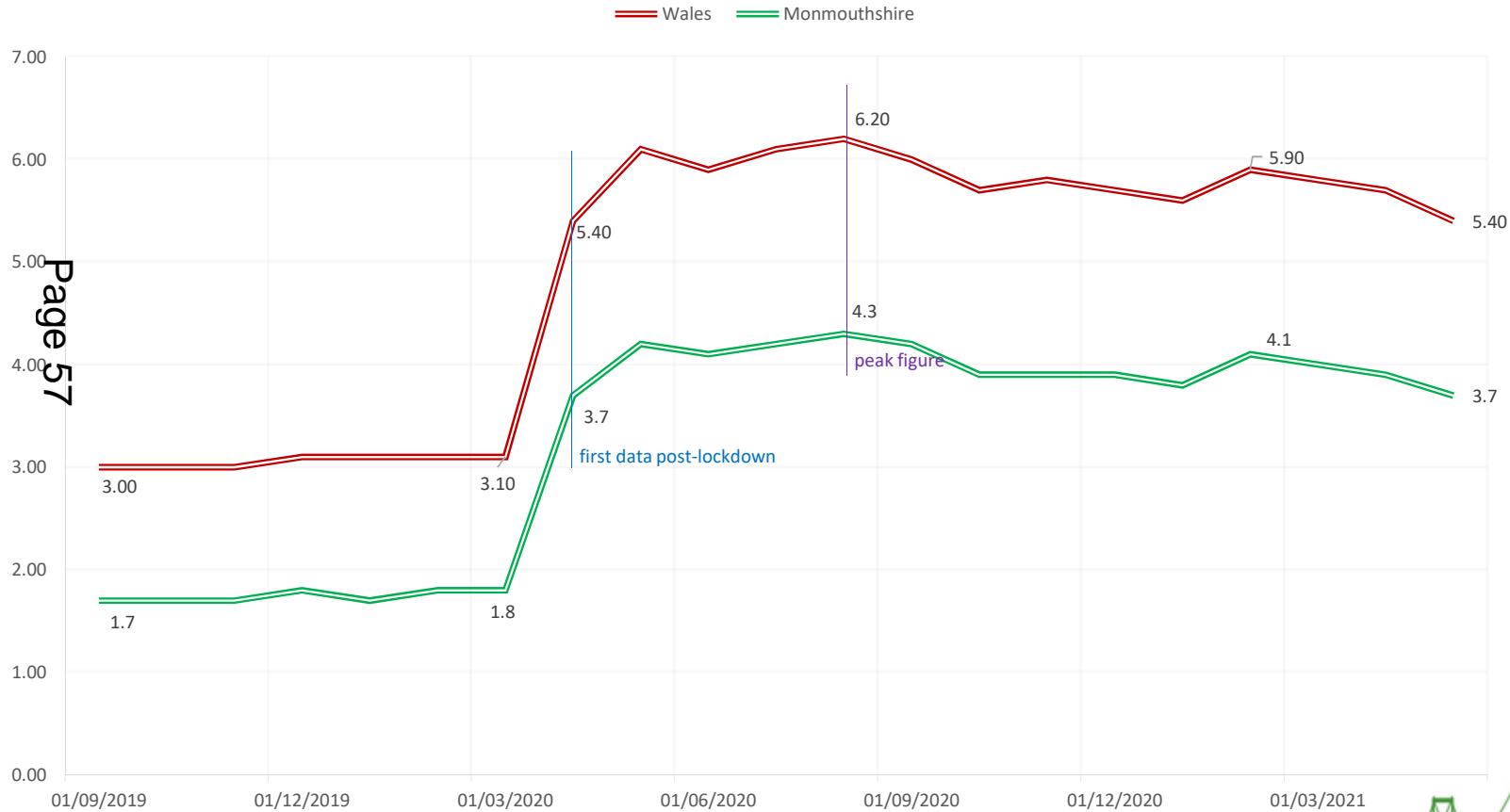
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Our NEET strategy currently under review with the following partners:
Careers Wales, EPC, Schools, CYP, PRS



Unemployment Stats

PERCENTAGE OF WORKING AGE PEOPLE WHO ARE CLAIMING JOB SEEKER'S ALLOWANCE OR UNIVERSAL CREDIT



The Claimant Count is a measure of the number of people *claiming benefits principally for the reason of being unemployed*. The Claimant Count does not attempt to measure unemployment. However, since the people claiming benefits are generally a particular subset of the unemployed, the Claimant Count can provide a useful indication of how unemployment is likely to vary between areas and over time.



To support young people aged 16-24 who are not in education, employment or training (NEET) in Monmouthshire.

Funded until **December 2022**

Delivery Team :

- Louise Wilce (Co-ordinator)
- Anneka McCarty (Engagement)
- Liam Perry (Engagement)
- Keira Pitt (Admin)
- Vacancy

Enrolments & Outcomes

- Total Young People supported since Apr 2017 – 306 (367)
- Participants into Education/Training – 41 (54)
- Qualifications Achieved – 64 (96)
- Participants into employment - 104 (102)

Focus:

- Needs led support
- Qualifications
- Employment Support – Job Search, CV/Job Applications
- Education/Training - College, Work Based Learning, Apprenticeship opportunities

Employment Sectors Entered

Business Admin	Labouring
Hospitality	Retail
Childcare	Logistics

Courses Entered

Multi-Skills	Animal Care
Childcare	Health & Social
Business Admin	Art & Creative Media



To support residents aged Aged 16 and over who live in Monmouthshire who are Unemployed/ on Zero hours and those Furthest from the labour market and in/on the edge of poverty.

Funded until **March 2022**

Delivery Team :

- Michelle Long (Lead Community & Employment Mentor)
- Amele Tukundra (South Mentor)
- Molly Richardson (North Mentor)
- Stephen Cooper (Employment Liaison Officer)

Enrolments & Outcomes

- Participants enrolled - 269 (275)
- Participants into work – 119 (122)

Focus:

- Needs led support
- Training (Face to Face/E-Learning)
- Employment Support – Job Search, CV/Job Applications, Interview skills.
- Self-Employment Support –Purchasing equipment, networking with other organisations.

Employment Sectors Entered

- | | |
|--------------|-----------------|
| Retail | Security |
| Hospitality | Self-Employment |
| Care | Logistics |
| Construction | Cleaning |



Sgiliau Skills @ Gweithle Work

Working to upskill those in employment who live and work in Monmouthshire.

Funded until **December 2022**

Delivery Team :

- Rory Clifford – Project Lead
- Tristan Dunlop – Engagement Worker
- Archie Formaggia – Admin Apprentice

Enrolments & Outcomes

- Participants enrolled - 183 (227)
- Participants gaining qualifications – 81 (90)

Focus:

- Needs led support
- Qualifications (Internal/External Delivery)
- Employment Support – Job Search, CV/Job Applications

Employment Sectors Supported

- Retail
- Hospitality
- Care
- Construction
- Leisure



Compass aims to identify and support young people aged 11-25 that are at risk of homelessness or have become homeless to support each in achieving and maintaining a stable and safe home environment a sustainable level of independence and personal wellbeing.

Funded until **June 2022**

Delivery Team :

- Marc Fennessy
- Amanda Edwards

Enrolments & Outcomes

- Total number of YP supported since April 2019 - 126
- 28 YP supported housed with supported accommodation
- 20 successfully referred to supporting agencies

Focus:

- Needs led support
- Prevention of homelessness aged 11-25
- Multi Agency Networking
- Advocating for young people

Working Alongside:

Social Services

Housing Options Team

Housing Authorities

Charities

Third Sector





Apprentice, Graduate and Intern Strategy Kickstart

AGI - The strategy sets out a clear direction required to deliver on the council's responsibility to provide apprentice, graduate and intern opportunities to grow the organisation's skills base

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Kickstart - This is part of the UK Government's Covid response and in their 'Plan for Jobs' and aims to create thousands of new, fully funded jobs across England, Scotland and Wales

Lead – Gareth James

Outcomes:

- Currently 19 apprentices across MCC
- 3 graduate opportunities created
- Collaboration with ABUHB on Decarbonisation
- Successful bid to deliver DWP Kickstart programme
- Circa 168 existing staff undertaking apprenticeships
- 15 candidates started Kickstart opportunities



To build skills and capacity for Innovation in public services across the CCR.

Funded until **December 2023**

Regional Management Team :

- Owen Wilce
- Christina Martin
- Amanda Griffiths
- Michael Jordan

Engagements

- Cohort Alpha – 19 participants
- Forecast 50 participants for Cohort One

Focus:

- To make innovation and change instinctive in public services
- To teach and permit public service officers to innovate when faced with wicked challenges
- To support multiple layers of hierarchy to undergo Infuse for maximum lasting impact across the region
- To provide tools, methods, resources for adaptable continued use
- To create an alumni for future collaboration and shared learning

Challenges Cohort Alpha are working on:

- Decarbonisation of council fleets
- Home energy efficiency
- Opportunities for energy using dog fouling
- Maximising supply chains through procurement
- Asset Based Community Development



Business engagement

- Liaising with local businesses and employers for potential job opportunities for our clients.
- Understanding and responding to current and future labour market demands on a local and regional basis.
- Mobilising the needs of our clients and businesses across Gwent with our LAs CfW+ colleagues.
- Developing Evolutive. (Business Data Management System)
- Job matching – CSCS Labourers into Wilkinson in Magor
- Actively involved in the local business forum – attending Chambers of Commerce events.



Apprentice Story - Archie Formaggia



I applied for the role at Monmouthshire Council because I wanted to gain valuable experience of working in a local authority, while obtaining an accredited qualification that will enable me to continue my professional development.

I have thoroughly enjoyed my time at MCC so far. The Employment & Skills Team have been very welcoming and I have felt included right from the start.

The best part of my role is helping members of the public achieve one of our qualifications in order to help them find work or advance to higher roles in their work. One of the skills that I am developing in the role is my competency with marketing and social media. Prior to this role, I had no experience in this field. Since coming into the role, I have been very successful in using social media to promote our courses to Monmouthshire. For instance, I have generated 25 referrals for our projects via social media.

I hope to complete my qualification and then either continue on at MCC or look for further opportunities within the council or other public sector organisations in Wales.

Apprentice Story - Will Austin

Applied for the role of Employment & Skills Administration at MCC intent on learning new skills in a dynamic environment. I was keen to exercise what I had learned from my Modern History degree and adapt to new challenges to help promote my own development. I was inspired to get involved with MCC as I learned more about the vast scope of projects that they implement in schools and local businesses in the community.



My organisational skills have benefited significantly from the demand to keep on top of the administration of Monmouthshire Kickstart schemes. What stands out most about the role is my responsibility to help coordinate several projects simultaneously, such as marketing for Compass, MCC's homelessness prevention programme. I am gaining excellent exposure to the array of community ventures at MCC, and on top of this, I am appreciating the feel of settling into an exceptionally welcoming and diverse work team.

I hope to pursue a career in finance. Currently, I am looking to gain as much new knowledge of the sector as possible, and to help this, the Skills@Work team have set me up on a remote learning course as an introduction to the world of financial services. I am extremely grateful for MCC's continued support with this course and I am thoroughly enjoying the learning process so far.

Employment & Skills Successes -

- Continuing to offer blended support through all projects alongside increased face to face engagement.
- Delivering regular work-related courses for S@W/CFW/I2W participants, which has helped people into work.
- Seen an increase in number of people into work over the last 6 months
- Establishing contacts with local employers to job match with project participants.
- Raised profile of Kickstart and created 108 opportunities for employment, 15 candidates have started to date. Engagement events planned at JCP to increase support
- Frequent community “pop-ups” leading to greater community engagement and increased referrals
- Infuse project delivery commenced May 2021 with ‘Cohort Alpha’ with participants now looking at real world challenges
- Working with 10 Local Authorities developing future employability and skills model.



Challenges

- Participant engagement
 - We have relied on traditional referral pathways (job centre, partners)
 - Develop alternative referral pathways (digital, social media, website)
 - Increased community based outreach
- Business Engagement
 - Reaching business in Monmouthshire
 - Developing a base of business contacts
 - Build relationships with businesses to create employment opportunities for clients/participants
 - Identifying skills gaps and skills needs
 - How can we meet local skills needs?
- Sustainability of funding
 - End of WEFO Funding / European Social Fund for Skills@Work, Inspire2Achieve and Inspire2Work in 2022 (approx. 350k per annum)
 - Annually awarded grants such as Communities for Work Plus (Children and Communities Grant), Compass (Youth Support Grant)
 - Exploring future funding opportunities under the Cardiff Capital Region (CELT, UK Prosperity Fund)
- Loss of expertise / specialist knowledge
 - Staff uncertainty around project renewal and end of fixed term contracts
 - Equipping staff with transferable skills and qualifications
 - Supporting staff to pursue their career ambitions
- Employment and skills opportunities for young people
 - Employing local young people for local jobs
 - Creating more opportunities within the local authority for apprentices, graduates and interns
- Future Economy
 - Understanding future skills needs within Monmouthshire and responding to those needs
 - Transport networks and decarb agenda



Employment & Skills Team

Our Vision : (FUTURE DEVELOPMENTS)

- Early intervention and prevention
- Delivering flexible employability support as close as possible to our citizens
- Supporting the current workforce to restart or reskill following unemployment or furlough
- Harnessing the potential of lifelong learning to grow our digital, advanced engineering and green skill base and support the foundational economy to thrive
- Driving opportunities for our young people to train, work and live in the county
- Understanding and responding to future skills needs
- Digital engagement, connection, inclusion and blended learning
- Regional and national collaboration – CCR/Regional Skills Partnership



Employment & Skills: Our Plan on a Page 2021

OUR PURPOSE

We want your Monmouthshire to be a place where you feel supported, provided an opportunity to access the education, employment and skills you need to thrive throughout your working life.

OBJECTIVES

Our plan sets out how our Employment and Skills Team intend to support individuals of working age progress by gaining the skills our economy needs:

This will be achieved by:

- Being more creative with our Social Media making it easier more engaging for you
- Keeping active within the community through our employment programmes
- Actively seeking future funding opportunities to ensure we can provide the best possible services
- Continuing our work within schools supporting those who need it most ensuring they have the same learning opportunities as their peers and are not left behind
- Working to support Young People affected by Homelessness or at risk of becoming homeless
- Increasing the range of qualifications, we offer meeting local community and business needs
- Offering opportunities to up skill or retrain, tailoring to meet both yours, your employer and future employer expectations.
- Creating apprenticeship, graduate and internship posts to meet skills gaps within the local authority and surrounding business community.

OUR VISION

Through working with our communities, we will create an Employment and skills support network that will meet the expectations and needs that you and our local businesses deserve, further establishing Monmouthshire as one of the best places in the country to live, learn and work.

EMPLOYABILITY SUPPORT

- Address personal and social barriers to work
- Intensive tailored support
- Gain valuable job search and job applications support
- Building and improving CVs
- Improve interview techniques and mock interviews
- Support into work and in work

SKILLS AND TRAINING SUPPORT

- Re-train or upskill to match employment opportunities
- Gain transferable skills or re-skill
- Address Individual Skills
- Vocational training courses including Level 2 health and safety, food hygiene, personal license holders

SPECIALIST SUPPORT

- Individual mentoring, Advice and guidance
- Mental health and wellbeing support
- Advocacy support for 16 -25 year old at risk of becoming homeless
- Access to a range of specialist services

WHAT HAVE WE BEEN DOING?

To date, our Employment and Skills Team have engaged with 1,540 Monmouthshire Residents aged 11+.

Our employability projects have supported 214 participants aged 16+ into employment.

School based projects have supported 694 young people aged 11-18

Through our skills and qualification support for participants aged 16+, we have supported 168 participants.

Our Compass project, supports young people 11-25 facing difficulties with housing and homelessness, has supported 67 participants into more stable housing or specialist support services.

Additionally our Employment and Skills Team have worked to create opportunities within Monmouthshire County Council through the Apprenticeship Graduate and Internship (AGI) scheme.

- Recruited 20 new Apprentices
- Approximately, 168 staff within MCC have signed up to apprenticeships to increase their qualifications/up-skill, 85 of these being higher level apprenticeships (Level 4/5).

Successful with a bid to deliver the UK Governments Kickstart Scheme creating 108 opportunities for participants 16 - 24 in receipt of Universal Credit

Click on the social media icons below for more information and updates:

Any questions?



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