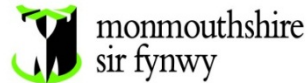


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 25 February 2020

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 4th March, 2020**, at **2.00 pm**.

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **WHOLE AUTHORITY STRATEGIC RISK ASSESSMENT** 1 - 38
Divisions/Wards Affected: All

Purpose:
To provide Cabinet with an overview of the current strategic risks facing the authority.
To seek Cabinet approval of the whole authority strategic risk assessment.

Author: Richard Jones, Performance Manager; Emma Davies, Performance Officer

Contact Details: Richardjones@monmouthshire.gov.uk;
emmadavies@monmoutshhire.gov.uk
 - i. **CoCoRE 5G TESTBED** 39 - 42
Division/Wards Affected: All

Purpose: To provide an information only update for Members on 'Connected Communities in the Rural Economy' (CoCoRE), a 5G Testbed pathfinder project.

Author: Cath Fallon, Head of Enterprise and Community Animation

Contact Details: cathfallon@monmouthshire.gov.uk

- i. **VISION MONMOUTHSHIRE 2040: 'GROWING YOUR BUSINESS IN MONMOUTHSHIRE' - DRAFT INWARD INVESTMENT PROSPECTUS** 43 - 68
Division/Wards Affected: All

Purpose: To present the draft '**Vision Monmouthshire 2040: 'Growing your Business in Monmouthshire'** Inward Investment Prospectus. The drafting of this Prospectus follows the approval of the Economic Growth and Ambition Statement by [Cabinet](#) in November 2019, which set the economic ambition for the County.

The purpose of the '**Vision Monmouthshire 2040: 'Growing Your Business in Monmouthshire'** Prospectus is to work alongside the Economic Growth and Ambition Statement and the Replacement Local Development Plan (RLDP). The documents will work collectively in identifying and encouraging suitable employment sites and premises for development. The Prospectus will be followed by a more detailed 'Monmouthshire Business Growth and Enterprise Strategy' setting the scene for Monmouthshire's growing 'inclusive economy'.

Author: Cath Fallon (Head of Enterprise and Community Animation)

Contact Details: cathfallon@monmouthshire.gov.uk

- i. **SRS TACTICAL PLAN AND FUTURE DATA HOSTING ARRANGEMENTS** 69 - 102
- i. **DIGITAL INFRASTRUCTURE PROPOSAL - COMMERCIAL LOAN** To Follow

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<p>Whole Authority Strategy & Direction Lead Officer – Chief Executive</p> <p>CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board lead; WLGA lead</p>	<p>WLGA Council WLGA Coordinating Board Public Service Board</p>	Portskewett
R.J.W. Greenland (Deputy Leader)	<p>Enterprise and Land Use Planning Lead Officer – Frances O’Brien Support Officers – Mark Hand, Cath Fallon</p> <p>Local Development Plan; Strategic Development Plan; Economic Resilience and Growth; Town Centre Investment and Stewardship; Development Management and Building Control; Housing Delivery</p>	<p>WLGA Council Capital Region Tourism</p>	Devauden
P. Jordan	<p>Governance and Law Lead Officers – Matthew Gatehouse, Matthew Phillips, Ian Saunders</p> <p>Council & Executive decision making; Constitution review and implementation of change; Law, Ethics & Standards; Audit and Regulatory WAO Relations Support for Elected Members Democracy promotion & citizen engagement Whole Authority Performance; Whole Authority Service Planning & Evaluation Community Hubs and Contact Centre Community Learning Tourist Information / Museums / Theatre / Attractions</p>		Cantref
R. John	<p>Children & Young People and MonLife Lead Officers – Will McLean, Ian Saunders Support Officers – Nikki Wellington, Sharon Randall-Smith, Richard Simpkins</p> <p>Early Years Education</p>	<p>Joint Education Group (EAS) WJEC</p>	Mitchel Troy

	<p>All Age Statutory Education Additional Learning Needs; School Inclusion Post 16 entitlement / offer</p> <p>School standards and Improvement; Education Achievement Service Commissioning Coleg Gwent and University liaison. Leisure / Sport Outdoor education / Duke of Edinburgh Active Travel Countryside / Biodiversity</p>		
P. Jones	<p>Social Care, Safeguarding & Health Lead Officer – Julie Boothroyd Support Officers – Eve Parkinson, Jane Rodgers</p> <p>Children’s Services Fostering & Adoption; Youth Offending Service; Adults Services Whole Authority Safeguarding (children & adults); Disabilities; Mental Health; Health liaison.</p>		Raglan
P. Murphy	<p>Whole Authority Resources Lead Officer – Peter Davies, Frances O’Brien Support Officers – Deb Hill-Howells, Sian Hayward, Tracey Harry, Mark Howcroft</p> <p>Finance; Information technology (SRS); Digital Programme Office Human Resources; Health & Safety; Emergency Planning; Procurement; Land & Buildings (inc. Estate, Cemeteries, Allotments, Farms); Vehicle Fleet / Passenger Transport Unit Property maintenance; Facilities Management (inc. Building Cleaning and Catering all ages)</p>	Prosiect Gwrydd	Caerwent
J. Pratt	<p>Infrastructure and Neighbourhood Services Lead Officer – Frances O’Brien Support Officers – Roger Hoggins, Carl Touhig, Nigel Leaworthy</p> <p>County Roads / Pavements South Wales Trunk Road Agency</p>	SEWTA Prosiect Gwrydd	Goytre Fawr

	<p>Highways Maintenance, Transport, Traffic & Network Management, Car Parks / Illegal Parking Enforcement Whole Authority De-carbonisation Plastic Free Monmouthshire Waste / Recycling / Cleansing Grounds Maintenance Parks & Open Spaces/ Public Conveniences Flood Prevention / Management / SUDs</p>		
S. Jones	<p>Social Justice & Community Development Lead Officer – Frances O’Brien Support Officers – Cath Fallon, David Jones, Ian Bakewell</p> <p>Rural Deprivation / Isolation; Digital Deprivation Poverty / Disadvantage Homelessness; Supporting People Community Safety / Equality / Protected Characteristics Public Relations; / Communications / Marketing Trading Standards / Environmental Health; Licensing; Registrars</p>		Llanover

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

SUBJECT:	Whole Authority Strategic Risk Assessment
MEETING:	Cabinet
DATE:	4th March 2020
DIVISIONS/WARDS AFFECTED:	All

1 PURPOSE

- 1.1 To provide Cabinet with an overview of the current strategic risks facing the authority.
- 1.2 To seek Cabinet approval of the whole authority strategic risk assessment.

2 RECOMMENDATIONS

- 2.1 That Cabinet members approve the strategic risk assessment shown at appendix 1 as a realistic and evidenced appraisal of the strategic risks facing the authority over the next three years.

3. KEY ISSUES

- 3.1 The strategic risk assessment ensures that:
 - Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The strategic risk assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy; a summary is provided in Appendix 2. The risk assessment only covers high and medium level strategic risks. Lower level strategic risks are not registered unless they are projected to escalate within the three years covered. These, along with departmental risks, are managed and monitored through teams' service business plans.
- 3.3 The risk assessment is a living document and will evolve over the course of the year as new information comes to light. There have been a number of amendments to the strategic risk register to ensure it accurately manages the current strategic risks facing the Council, as set out in Appendix 1. This has included updating the focus of some existing risks, which have been marked as revised, and including any new risks identified. Any risks that have been removed from the strategic risk register have been identified in a separate table. Where there remains a level of risk, these risks will continue to be monitored and action undertaken through the relevant service business plan.

- 3.4 An internal audit report on the Council's strategic risk management arrangements identified a number of areas for improvement. An action plan has been agreed with internal audit to deliver the improvements required; these have been considered in the latest iteration of the strategic risk register. Some of the changes made include links within the register to the authority's strategic objectives and timescales attached to the delivery of mitigating actions. Further actions to address any remaining areas for improvement from the internal audit report on the Council's strategic risk management arrangements continue to be implemented.
- 3.5 The strategic risk assessment was presented to Audit Committee in February 2020 to fulfil Audit Committee's role in providing assurance of the adequacy of the Council's risk management framework.
- 3.6 In line with the Well-being of Future Generations Act, identification and mitigation of longer-term risks that will impact future generations at community level, but will have a lesser impact on the medium term delivery of council services, is an area for continued development. Through working with the Public Service Board, we are developing our understanding of future risks and opportunities, and how we respond to them in Monmouthshire. This will inform the strategic risk register as relevant.
- 3.7 The risk assessment will continue to be subject to continuous review as part of the authority's performance management framework. An up-to-date risk register is accessible to members on the Council's intranet site - The Hub. This will ensure members and select committees are able to use the risk register at any point in the year to inform their work plan as appropriate.

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

- 4.1 The purpose of the whole authority strategic risk assessment is to identify and assess risks robustly, and to ensure risk controls are put in place that are appropriate and proportionate. Any specific mitigating actions that have policy implications would need to be subject to a separate decision and a full impact assessment completed at that time.
- 4.2 The risk assessment specifically references risks around safeguarding and corporate parenting and how they are being mitigated. It also includes activity to mitigate risks relevant to Social Justice and Future Generations.

5. OPTIONS APPRAISAL

- 5.1 The Strategic Risk Assessment is updated based on the latest evidence available in line with the Council's strategic risk management policy. Risks that are identified as needing to be managed through the strategic risk register are included. The structure of the risk register has been developed based on information specified in the policy as needing to be included.

6. EVALUATION CRITERIA

- 5.1 The strategic risk management policy sets the criteria that needs to be considered when identifying and mitigating strategic risks. Actions in the risk register set timescales and responsibility holders for delivery. The risk assessment is subject to continuous review, as part of the authority's performance management framework. An up-to-date risk register is accessible to members on the Council's intranet – The Hub.
- 5.1 The risk management policy and guidance defines at least annual reporting of the risk assessment to Audit Committee and Cabinet. The risk assessment is also be available for members and select committees to use at any point in the year to inform their work plan as appropriate.

7. REASONS

- 7.1 To ensure that strategic risks are identified and assessed robustly by the authority and that risk controls are put in place that are appropriate and proportionate, and supported by effective operational activity to ensure risk reduction/risk management.
- 7.2 An articulate and documented strategic risk management approach is implemented to support the council to:
- preserve and protect the Council's assets, reputation and staff
 - promote corporate governance and aid good management in controlling and managing risks
 - support successful delivery of strategic aims and well-being objectives
 - improve business performance and better anticipate calculated risks where these are likely in delivering improvements
 - avoid unnecessary liabilities, costs and failures

8. RESOURCE IMPLICATIONS

- 8.1 Resource implications are associated with some risks and in implementing actions to manage them. There are no additional resource implications as a result of implementing the strategic risk management process.

9. CONSULTEES:

- 9.1 Views and evidence have been sought throughout the process of developing the risk assessment, and have been used to inform the development of the paper before Cabinet today.

10. BACKGROUND PAPERS:

11. AUTHORS:

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Emma Davies, Performance Officer

Email: emmadavies@monmouthshire.gov.uk

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Appendix 1 - Whole Authority Strategic Risk Assessment - January 2020

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
1.	Potential Risk that: The authority does not remain relevant and viable for future generations due to not having a sustainable delivery model.	<p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>In light of the financial, demographic and demand pressures we face, it is not enough to keep our county and council going for now. We have to ensure it is continually growing for the future.</p> <p>A corporate plan has been developed that sets out a clear direction for the Council. The council's key delivery strategies to enable the delivery of this have been revised. The Corporate Plan is an ambitious five-year programme, with many areas focused on the longer-term future of the county and which addresses many complex challenges. Progress will need to continue to be tracked over time to evaluate impact made.</p> <p>Budget assumptions modelled in September 2019 indicated a gap of £5.39 million in 2020/21 rising to a gap of £21.07 million over the medium term. Further work to refine this assumption based on local work and updated settlement announcements is being undertaken.</p>	2019/20	Possible	Major	Medium	Continue to implement the Future Monmouthshire programme to meet short and long term need and ensure the aspirations of the corporate plan are sustainable	Chief Executive, March 2019 Completed	The Future Monmouthshire programme was about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. A range of transformation opportunities were incorporated within the 2019/20 Medium Term Financial Plan.	2019/20	Unlikely	Major	Low	Paul Matthews & Cllr Peter Fox	Select Committee: All Objectives: All
			2020/21	Possible	Major	Medium				2020/21	Unlikely	Major	Low		
			2021/22	Possible	Major	Medium				2021/22	Unlikely	Major	Low		
							Implement and track progress of the revised key delivery strategies: Digital Strategy, People Strategy and Asset Management Strategy.	Chief Officer Resources Timescales as per strategies	The council's key delivery strategies to enable the delivery of corporate plan have been revised. The revised strategies continue to be implemented and activity has been embedded in the relevant service business plans.						
				Previous action: Produce an annual report evaluating performance in 2018/19 against the Corporate Plan and wider arrangements, in line with the Future Generation Act.	Head of Policy and Governance October 2019 Completed	The Council' Corporate Plan Annual Report was published in October 2019. The plan provides an overview of progress towards the objectives in the plan during the past year and updates on performance indicators.									
				New action: Complete the midterm review of the Corporate Plan.	Senior Leadership Team, February 2020	A mid-term review of the commitments in the Corporate Plan is being undertaken to ensure that the aspirations and activity set remain relevant, that they are									

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
								deliverable with the resources we have available and ensure they reflect the latest thinking on issues of importance to our communities.							
							Strengthen medium to long term strategic financial planning as part of the Medium term financial plan.	Chief Officer Resources, March 2021	Work will continue to be progressed, as part of Medium term financial plan, on strengthening medium to long term strategic financial planning, this will build on work from the draft financial strategy developed. This will be impacted by the lack of multi-year indicative financial settlements from Welsh Government.						
							Apply and update learning from work on future trends and plan for how they might impact at a local level in Monmouthshire.	Head of Policy and Governance ongoing	The learning from work on future trends undertaken with the Public Service Board will need to continue to be applied in strategic planning and evidence continue to be updated to ensure trends that could impact on the local level are considered.						
								Working with the Public Service Board we are developing our understanding of future risks and opportunities and how we respond to them in Monmouthshire.							
2.	Potential Risk that: Without appropriate and effective governance infrastructure, the Council may not deliver its objectives.	Good governance is a fundamental part of local authority working; arrangements are multifaceted and need to be subject to continuing review to ensure they are effective. The Well-being of Future Generations Act sets longer-term goals we need to work towards, and the ways of working we need to adopt. To implement this will require changes to the way we work. New joint arrangements require robust governance arrangements to be established.	2019/20	Possible	Substantial	Medium	Update the Councils' constitution to ensure it reflects recent changes in legislation and governance.	Monitoring Officer	In December 2017, Council adopted changes to the council's constitution.	2019/20	Unlikely	Substantial	Low	Matthew Gatehouse and Matthew Phillips & Cllr Paul Jordan	Select Committees: Audit Committee Objectives: All
			2020/21	Possible	Substantial	Medium		June 2020	A thorough review is currently being undertaken to ensure it reflects the latest legislation and council's governance structures. This is due to be presented to Council in May 2020.	2020/21	Unlikely	Substantial	Low		
			2021/22	Possible	Substantial	Medium	Pilot the Community Governance structure in the North Monmouthshire Area Committee (formerly Bryn Y Cwm)	Head of Policy and Governance	A community governance review identified the need to consider new arrangements for area committees and North Monmouthshire Area Committee was subsequently identified as a pilot. A review of the pilot was presented to the committee. It	2021/22	Unlikely	Substantial	Low		
								Complete							

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective	
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level			
		<p>Monmouthshire County Council recognises the important and valuable contribution made by volunteers in enhancing service delivery. There is a need to continue to formalise arrangements for the role of volunteers in service delivery and set out the terms governing their engagement and ongoing relationship with the Council.</p> <p>The Local Government and Elections Bill was published in November 2019. The Bill is a significant and substantial piece of legislation and includes provision related to democracy, regional working, structures, governance and performance.</p> <p>The latest Wales Audit Office Annual Improvement Report (AIR) concludes, “Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20.” There remains proposals for improvement from Wales Audit Office relating to the Councils’ governance and scrutiny arrangements that are still being addressed.</p>						<p>was decided to continue with Area Committees in their current format.</p> <p>Finalise and present the remaining matters of the business case and subsequently the legal documentation on the Alternative Delivery Model (ADM) for Tourism, Leisure, Culture and youth services for further consideration and decision by Members.</p> <p>Submit evidence in response to the Local Government & Elections (Wales) Bill</p> <p>Work with the Democratic Services Committee to respond to areas in the Bill which require changes to MCC processes</p> <p>Manage our actions in response to Estyn, CIW and WAO via existing mechanisms</p> <p>Deliver the implementation plan for the volunteering policy (adopted in December 2017) in all service/business areas and continued implementation of the Volunteer toolkit.</p>	<p>Head of Tourism, Leisure & Culture</p> <p>Complete</p> <p>Head of Policy and Governance,</p> <p>February 2020</p> <p>Senior Leadership Team, timetable as per action plans</p> <p>HR Manager & Communities and Partnership Development Team</p> <p>Timescale as implementation plan</p>	<p>Following extensive investigative work and thorough consideration of the business case, Council decided not to progress with externalising Tourism, Culture, Leisure and Youth Services, but to retain services in-house with a commitment to a fundamental programme of renewal and transformation.</p> <p>A consultation response has been submitted to the Committee scrutinising the Bill.</p> <p>The potential financial cost of changes to the council chamber to reflect the impact of boundary changes and updates to equipment to sustain live streaming have been recognised in the capital budget.</p> <p>A new post of Policy and Scrutiny Officer has been appointed which will help create the capacity to increase participation in local democracy.</p> <p>The Council has arrangements in place to respond to regulatory reports and where necessary, these are reported to the relevant committees.</p> <p>Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A volunteering toolkit and network are in place and Leading Volunteering training is delivered to staff that support volunteers.</p> <p>A Volunteer Kinetic digital management system is in place.</p>						

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
3.	Potential Risk that: The Council and partners do not make sufficient progress in delivering through regional and partnership working.	<p>The Future Generations Act puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area. The PSB well-being plan has been established; the activity that will contribute to the delivery of the plan is currently being developed and implemented. Arrangements to monitor delivery need to be further developed and embedded. The Council, as a statutory partner, has an important role in taking these forward.</p> <p>The Local Government and Elections Bill was published in November 2019. The Bill is a significant and substantial piece of legislation and includes provision related to democracy, regional working, structures, governance and performance.</p> <p>The Council is already part of regional and partnership-working arrangements in a variety of services; some of these require further development, for example, Joint Scrutiny of the Cardiff Capital Region is in its infancy.</p>	2019/20	Possible	Substantial	Medium	To deliver the Public Service Board Well-being plan, implement a delivery framework and develop the role of the Public Service Board Select Committee to scrutinise the PSB arrangements	Head of Policy & Governance and Community & Partnership Development Manager May 2020	<p>Service area champions have also been introduced to ensure that all current and new volunteers are recruited through the appropriate channels. In June 2019, the first Volunteering Conference was held to put volunteering at the forefront of council planning for the future.</p> <p>The Public Service Board has published its first annual report for 2018/19, which sets out the progress made so far by the PSB to deliver the objectives set out in the well-being plan, with a particular focus on the six steps prioritised by the PSB. Supported by the Council's Community and Partnership team, the PSB is developing a detailed action plan and performance management arrangements that capture the activity to deliver each step and link to the activity of the wider partnership groups that support delivery.</p> <p>Regional working with other PSB's in Gwent on some of the common well-being issues identified in well-being plans continues to be progressed. Opportunities and options to further strengthen partnership working between Gwent PSB's are being explored.</p> <p>A change in title and terms of reference has been agreed for the Public Service Board Select Committee. The newly entitled Public Services Select Committee will allow for wider scrutiny of public service provision and, where powers allow, will provide greater accountability of services delivered in collaboration or by external partners.</p>	2019/20	Possible	Substantial	Medium	Matthew Gatehouse, Cllr Peter Fox & Cllr Paul Jordan	<p>Select Committees: Audit Committee</p> <p>Public Service Board Select Committee</p> <p>Objectives: All</p>

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
							<p>The Leader of the Council is sitting on the Local Government Reform Working Group, chaired by Derek Vaughan MEP. The group is tasked with developing a shared agenda for reform, which ensures the sustainability of local service provision.</p> <p>Submit evidence in response to the Local Government & Elections (Wales) Bill.</p> <p>Work with Welsh Government on the development of Corporate Joint Committees</p>	<p>The Leader, Ongoing</p> <p>Complete</p> <p>Head of Policy and Governance,</p> <p>January 2020</p>	<p>The group concluded its work in May 2019 with a series of recommendations. Progress made by the group includes a renewed commitment to partnership governance, a revised approach to early engagement regarding finances, and the re-establishment of sector-led improvement support within WLGA.</p> <p>A consultation Response has been submitted to the Committee scrutinising the Bill.</p> <p>Officers continue to engage with Welsh Government on the development of the Corporate Joint Committees which will provide the structure for collaborative working in the areas prescribed within s79(3) of The Bill</p>						
4a.	<p>Potential Risk that:</p> <p>Some services may become financially unsustainable in the short to medium term due to increasing demand and continuing financial pressures</p>	<p>After several years of taking significant resource out of the budget the means of achieving further savings is increasingly more challenging.</p> <p>Budget assumptions modelled in September 2019 indicated a gap of £5.39 million in 2020/21 rising to a gap of £21.07 million over the medium term. Further work to refine this assumption based on local work and updated settlement announcements is being undertaken.</p> <p>Funding from Welsh Government has reduced in recent years. The Welsh Government proposed settlement increase for Monmouthshire in 2020/21 is the lowest of any Council in Wales at 3%. Welsh Government funding is not adequate to meet the significant financial pressures the council faces</p>	<p>2019/20</p> <p>2020/21</p> <p>2021/22</p>	<p>Possible</p> <p>Possible</p> <p>Possible</p>	<p>Major</p> <p>Major</p> <p>Major</p>	<p>Medium</p> <p>Medium</p> <p>Medium</p>	<p>Ensure that services deliver within budget, deliver savings targets and continue to identify, review and challenge pressures.</p> <p>All services to model savings for 2020/21 and continue a longer-term programme that aligns with the medium Term Financial Plan and corporate plan.</p>	<p>Chief Officer Resources</p> <p>March 2020</p> <p>Chief Officer Resources</p> <p>March 2020</p>	<p>Overall the net revenue forecast at Month 7 2019/20 is a £3.99million deficit. 85% of savings are forecast to be achieved. This outturn forecast presents a significant and increased overspend. Limited opportunity has been identified for in year recovery action, one off adjustments have been identified that are designed to return a balanced position.</p> <p>The budget proposals for 2020/21 see a continuation of our preparedness to challenge all services to sustain themselves rather than to see the closure of services that matter to citizens and consider supporting commitments set out in the Corporate Plan. The significant in-year over spend, whilst being managed via a recovery plan, sees significant pressures carried through into 20/21 and with this already challenging backdrop has made the budget challenge even more acute.</p>	<p>2019/20</p> <p>2020/21</p> <p>2021/22</p>	<p>Unlikely</p> <p>Unlikely</p> <p>Unlikely</p>	<p>Major</p> <p>Major</p> <p>Major</p>	<p>Low</p> <p>Low</p> <p>Low</p>	<p>Peter Davies and Cllr Phil Murphy</p>	<p>Select Committee: All</p> <p>Objectives: All</p>

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>In overall terms there are some £9.742 million of new unavoidable pressures that need to be accommodated as part of the 2020/21 budget. The 2020/21 budget shortfall was £1.178 million (December 2019), if all the savings proposals reported to cabinet are approved.</p> <p>Pressures on the budget have been increasing in terms of demographic growth, demand on services and expectations and pay and pension increases.</p> <p>Overall the net revenue forecast at Month 7 2019/20 is a £3.99million deficit.</p> <p>Earmarked reserve usage over the MTFP period is projected to decrease the balance on earmarked reserves from £5.48 million in 2019/20 to £5.28 million at the end of 2021/22. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4.5 million.</p> <p>Along with the rest of the organisation, schools are facing a challenging financial settlement. School balances have been declining over a number of years and for the year end 2018-19, balances were in a collective deficit. This forecast deficit has increased in the current financial year. By the end of the financial year 2019/20, it is anticipated 16 schools will be in a deficit reserve</p>						<p>The draft revenue budget proposals 2020/21 were presented to cabinet in December 2019 and are open for a period of consultation via various methods until 31st January 2020. The 2020/21 budget shortfall was £1.178 million (December 2019), if all the savings proposals reported to cabinet are approved. The provisional Welsh Government financial settlement has since indicated a 3% increase in funding, the impact of this will be modelled and factored into the budget, with confirmation of the final settlement anticipated in March 2020.</p> <p>Work continues to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed. The mid-term review of the Corporate Plan being presented to Council in the New Year will also need to consider any policy changes needing to be considered to put services on a more sustainable footing for the future.</p> <p>Final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet on 19th Feb 2020 and approval of Council Tax and final budget proposals will then take place at Full council on 5th March 2020.</p>							
							Develop and implement a commercial strategy aligned to the Corporate Plan	Chief Officer Resources Timescales as per strategy	As part of the delivery of the Corporate Plan a Commercial Strategy has been developed. The strategy seeks to enhance income generation, develop an approach to commercialising assets and create a commercial culture and ethos. The strategy has a short-						

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		position. This position is a concern to the Local Authority, if the deficit balances for schools continue to increase this could over time have an impact on the overall reserves for MCC						<p>medium- and long-term view and aims to provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity.</p> <p>The council has acquired two commercial investments to generate income to support Council services. Any further investments will be considered by the Investment Committee. In 2020/21 on commercial income, Newport Leisure Park is outperforming the £400k saving target by £48k. However, Castlegate is reporting a shortfall against budget income of £56k as a result of vacant units. However, this should be seen as part of a balance portfolio that is already contributing in excess of £600k of net income to the Authority.</p>							
						Implement the new procurement strategy with a view to identifying long term and short term benefits and savings to the Council and the County	Head of Enterprise and Community Animation Timescales as per strategy	A new Procurement strategy was approved in July 2018. In order to deliver the aspirations set out within the procurement strategy, the Council has commissioned an independent company to undertake a health check of the procurement function. The primarily purpose is to establish whether there are any opportunities to reduce our external costs, as well as to examine our current level of capacity to deliver against stretching targets identified within the procurement strategy. The results of this piece of work are due later in the year.							

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							Strengthen medium to long term strategic financial planning as part of the Medium term financial plan.	Chief Officer Resources, March 2021	Work will continue to be progressed, as part of Medium term financial plan, on strengthening medium to long term strategic financial planning, this will build on work from the draft financial strategy developed. This will be impacted by the lack of multi-year indicative financial settlements from Welsh Government.						
							Continue to work closely with schools to ensure their financial plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people. Including, considering the offer of providing loans to schools.	Finance Manager – Children & Young People Ongoing	15 schools started 2019/20 year in deficit. Indications are 16 schools will end the year in deficit based on month 7 forecasts. The deficit position remains particularly acute for the 4 secondary schools. Schools are working closely with the Local Authority to minimise any overspends and agree recovery plans, monitoring of these plans continues to ensure they are met. To help manage this situation Cabinet is considering the offer of a loan to schools as part of the draft budget proposals for 2020-21. Should it be approved there will be strict criteria around the offer, including the criteria that schools who take a loan cannot enter a deficit position and must be able to manage the repayments from the funding delegated to the school.						
4b.	Potential Risk that: The authority is unable to deliver its political priorities or maintain key infrastructure and meet other identified pressures due to insufficient capital funding availability.	Underlying the Capital Strategy is the recognition that the financial resources available to meet Council priorities are constrained by a significant reduction in financial resources. The core capital programme has been constrained in recent years in order to enable the Band A new schools programme to be funded which are coming to a successful conclusion. Officers	2019 /20	Possible	Major	Medium	Regularly review assumptions as part of the capital MTFP taking account of any new information that is relevant and the consequential impact on the revenue MTFP.	Deputy Head of Finance Ongoing	The Capital Strategy, presented to cabinet in December 2018, sets out the council's approach to capital investment over a longer timeframe than is traditional in the 4 year medium term financial plan. It provides a framework through which our resources, and those matched with key partners, are allocated to help meet strategic priorities.	2019 /20	Possible	Major	Medium	Deb Hill-Howells, Peter Davies & Cllr Phil Murphy	Select Committees: Economy and Development & Strong Communities Objectives: All
		2020 /21	Possible	Major	Medium	2020 /21				Possible	Major	Medium			
		2021 /22	Likely	Major	High	2021 /22				Possible	Major	Medium			

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		<p>are working through options in relation to a future Welsh Government Band B programme.</p> <p>There remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. These include property and highways infrastructure, DDA work, Public rights of way etc.</p> <p>In addition to this there are various schemes/proposals (e.g. Monlife, tranche C Future schools, climate emergency response, any enhanced DFG spending etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.</p> <p>In the event of emergency pressures, resources will have to be diverted.</p> <p>Projects, such as the CCR City Deal, require significant capital investment to realise the outcomes</p> <p>There can be significant slippage in gaining capital receipts. There is a risk associated with relying on the need to utilise capital receipts in the same year that they come into the Council and the potential for this to have significant revenue pressures should receipts be delayed and temporary borrowing be required.</p>						<p>Underlying the Capital Strategy is the recognition that the financial resources available to meet Council priorities are constrained by a significant reduction in financial resources.</p> <p>The strategy better reconciles resourcing with affordability and will increasingly form the Council's capital budget deliberations going forward.</p> <p>The draft outline proposed capital budget for 2020/21 and the indicative capital budgets for the three years 2021/22 to 2023/24 was presented in to Cabinet in December 2020. Future schools and other identified schemes that need to be accommodated in the capital MTFP are being developed.</p> <p>There will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP, and this has significant risk associated with it. These pressures are undergoing further review and risks are being assessed to determine whether there needs to be any further capital budget provision afforded to mitigate any significant risks requiring more immediate action. The results of this review will be reflected in the final capital budget proposals submitted to Cabinet in February 2020.</p>							
							Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked.	Head of Commercial and Integrated Landlord Services & Head of	A programme of property condition surveys are currently being undertaken by external consultants, these will be used to inform prioritisation of capital maintenance spend. A programme						

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								Placemaking, Housing, Highways and Flood	of Health and safety surveys is currently being commissioned. Independent condition assessments of key highways infrastructure are completed as required depending on condition. These inform prioritisation of available capital budget.						
							Deliver the Asset Management Plan to manage the Council's land and property portfolio	Head of Commercial and Integrated Landlord Services Timescales as per plan	The Asset Management strategy is being implemented and actions from the plan have been integrated into the relevant business plans for ongoing monitoring and progress reporting.						
							To help sustain Council Services and enhance the asset base by investing in commercial property assets in order to increase the net rental income stream for the Council in line with the asset investment policy	Head of Commercial and Integrated Landlord Services Ongoing – see Asset Management strategy	The council has acquired two commercial investments to generate income to support Council services. Any further investments will be considered by the Investment Committee. In 2020/21 on commercial income, Newport Leisure Park is outperforming the £400k saving target by £48k. However, Castlegate is reporting a shortfall against budget income of £56k as a result of vacant units. However, this should be seen as part of a balance portfolio that is already contributing in excess of £600k of net income to the Authority.						
5. Revised	Potential Risk that: Reduced organisational capacity, including skills and knowledge, and recruitment and retention issues will impact on our ability to deliver organisational aims and objectives	Our people are central to the success of our council and county. To maximise the opportunities to deliver our objectives we need to develop knowledge and skills that are not always widespread within our sector. Sickness levels were an average of 11.5 days per FTE employee in the year to March 2019, which was amongst the highest of	2019/20	Possible	Substantial	Medium	To implement a revised people and organisational development strategy following development of the corporate plan and the workforce planning arrangements required to deliver.	Head of People Services Timescales as per strategy	The People strategy continues to be implemented and activity has been embedded in the relevant service business plans. The People Strategy will be reconsidered informed by the learning from recent leadership development sessions, wider organisational learning and input. The Cadetship programme was introduced in 2018 to help support	2019/20	Possible	Substantial	Medium	Tracey Harry & Cllr Phil Murphy	Select Committee: Strong Communities Objectives: All
			2020/21	Possible	Substantial	Medium				2020/21	Possible	Substantial	Medium		
			2021/22	Possible	Substantial	Medium				2021/22	Possible	Moderate	Low		

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		<p>welsh local authorities. The People strategy identifies that tools and guidance to manage and prevent sickness are not always used effectively.</p> <p>The number of employees has reduced in recent years. A range of services have identified risks to their capacity for service delivery. Continuing challenges and pressures can contribute to a loss of knowledge/skills and experience.</p> <p>Some services have identified challenges with recruitment and retention in certain sectors including care support workers, home carers and engineering. Staff turnover is fairly stable at 8.73%.</p>						<p>succession planning in areas under the programme. The programme is currently undergoing a change in management structure and will be reviewed in the coming months.</p> <p>The Apprentice, Graduate and Intern (AGI) Strategy was approved in July 2019. A recruitment process has resulted in the appointment of an AGI Coordinator post to deliver on the priorities and actions within the strategy.</p> <p>A workflow has been developed to enable service leaders to effectively focus on succession and workforce planning. HR attend DMTs, and other management meetings, where the workforce data is discussed, organisational insight is provided, and relevant actions undertaken where appropriate.</p> <p>A Recruitment and Selection policy has been developed, which prompts managers to think about apprenticeships, forward thinking and future planning, 3 to 5 years ahead.</p> <p>The Leaders Induction includes information for managers on knowing their people, understanding performance and identifying future plans, i.e. if someone is approaching retirement, what skills will they take when they leave? By empowering managers. It is hoped that workforce planning will be integrated into the unique and specific team/department.</p> <p>To assist managers, the current payroll and HR system is being reviewed. Supplier days have been carried out. A visioning piece has</p>							
							<p>Previous action: Continue to implement Directorate workforce planning using HR business partnering meetings to engage and support teams in workforce planning.</p> <p>New action: embed workforce planning into team management processes to ensure the right skills, expertise and knowledge are available for future changes</p>	<p>HR lead & Training Lead</p> <p>Completed</p> <p>HR lead & Training Lead</p> <p>Ongoing</p>							

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								<p>also been conducted across the organisation to determine what is required from a HR/Payroll system. This has resulted in a system specification and a decision is pending on next steps.</p> <p>Embed the attendance and wellbeing policy.</p> <p>Continue to engage with staff on well-being to ensure a focus on addressing identified needs and make better use of data for focussed interventions.</p>	<p>Head of People Services</p> <p>Ongoing</p>	<p>The revised attendance and wellbeing policy was approved by Cabinet in June 2017. It will be reviewed, as a recent internal audit identified a lack of compliance in some areas. The average number of working days lost to sickness absence per employee in 2018/19 was 11.5 days, above the Councils targeted rate of 10.5, although it does appear to be plateauing.</p> <p>Training is ongoing; there has been greater focus on the use of Department Management Teams to challenge where work is not being undertaken to promote accountability.</p> <p>It is hoped that new payroll and HR system will help by enabling prompts, e.g. absence is recorded so prompts are provided throughout the duration of the absence to ensure all steps of the process are adhered to.</p> <p>The Staff Handbook, which has been designed by colleagues, is now available to all. Currently, it is handed out at Induction and placed in staff access venues.</p> <p>The Go To Group is proving to be successful amongst staff; feedback has identified that employees appreciate the informal nature of the group. Attendee numbers are deliberately not recorded but volunteers report that the service is being used by the workforce. It is</p>						

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								<p>now being promoted at Induction and Leadership sessions. A Counselling service is available for employees to access via HR or management referral. This is a service funded by the council and offers up to six sessions.</p> <p>In additional to the counselling service, a self-referral system is available via DWP. This is an external source of support, but is being advertised to all.</p>							
						Continue to increase understanding and maximise completion of the check-in, check-out staff appraisal process and use feedback to plan and identify training needs	HR lead Ongoing	<p>A recording module was developed that allowed managers to record the completed CICO directly into the HR system. This had varying degrees of success due to a number of factors. To enable managers to complete the reviews in a way that suits them and their teams, all managers have been instructed to input the completed CICO numbers into their quarterly business plan updates.</p> <p>Information has been provided via service business plan update guidance to support managers to utilise the plans to record rates of completed CICOs. Further advice continues to be provided to managers. When the Q4 (outturn) service plans are produced and PI data for annual staff appraisals provided, a further QA process will be undertaken by HR colleagues to validate and confirm the robustness and accuracy of information provided.</p> <p>The new HR/payroll system will consider performance appraisal in its list of requirements.</p>							

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							Continue with perpetual recruitment and advertising for Social Care staff and implement the We Care campaign.	Transformation Lead Social Care & Health & Chief Officer Social Care & Health	Work is underway to raise the profile of care work as part of a national programme called “We Care”, which aims to recruit 20,000 care workers across Wales by 2030. We have been using a coordinated approach to ensure we attract people to consider this very valuable role. This will be an on-going process.						
6. revised	Potential risk of: Significant harm to vulnerable children or adults due to failure of arrangements or factors outside the Council’s control	<p>Improved outcomes for vulnerable people can only be achieved and sustained when people and organisations work together to design and deliver more integrated services around people’s needs.</p> <p>While there are many steps the council and partners can take to mitigate the risk, significant harm can also occur due to factors that are outside our control meaning that there will always be a level of risk.</p> <p>In August 2018, a Wales Audit Office led Whole Authority review of children’s safeguarding concluded that children’s safeguarding policy and procedures have recently improved, but there are shortcomings in some critical areas of policy and operation. The report issued four proposals for improvement including the need to embed all aspects of safe recruitment, induction and training consistently. Progress has been made in addressing these; there remains further work to fully address them.</p> <p>Internal audit have issued a reasonable level of assurance in an organisational report on</p>	2019/20	Possible	Major	Medium	Continually monitor and evaluate process and practice and review accountability for safeguarding and implement actions identified, particularly better use of information.	Safeguarding & quality assurance service manager Ongoing	Progress against the council’s safeguarding priorities is evaluated annually, last completed for 2018/19, and the priorities reflect the cornerstones for keeping people safe in Monmouthshire set out in Corporate Safeguarding Policy. This identifies measures to highlight progress, risks and sets out clear improvement actions and priorities for further development. The latest report acknowledges that embedding and sustaining the highest standards of safeguarding is a continuous endeavour. This evaluation report forms an integral part of the improvement of safeguarding practice across the Council, and drives the work of the Whole Authority Safeguarding Group.	2019/20	Possible	Major	Medium	Will Mclean & Julie Boothroyd. Cllr Penny Jones & Cllr Richard John	Select Committees: CYP & Adults Objective: The best possible start in life Lifelong well-being
			2020/21	Possible	Major	Medium				2020/21	Possible	Major	Medium		
			2021/22	Possible	Major	Medium				2021/22	Possible	Major	Medium		
									A safeguarding ‘self-assessment’ is undertaken every other year on a directorate basis via the Safeguarding Assessment Framework for Evaluation (SAFE). This is currently underway and will be completed over the next 6 months. The key development this year, has seen directorates sharing the outcomes of their SAFEs through a work-shop approach, using real case studies from their service areas to demonstrate safeguarding in action.						

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		<p>volunteering, issued in November 2019.</p> <p>The continued upward trend in demand within both children’s and adult’s services puts services under pressure.</p> <p>There has been a significant increase in adult safeguarding concerns being referred to the Adult safeguarding team and an increased Safeguarding function with the demands of the Gwent Adult Safeguarding Board, and Corporate Safeguarding. This has impacted the timescales in which the safeguarding process can be completed.</p>					<p>Drive the strategic agenda and the associated programme of activities for safeguarding through the Whole Authority Safeguarding Group (WASG).</p> <p>Chief Officer, Social Care, Health & Safeguarding Ongoing</p> <p>The Corporate Safeguarding Policy was reviewed and updated in January 2019 to include a clearer link to Data Protection issues and Whistleblowing.</p> <p>The Whole Authority Safeguarding Group meets 6-weekly, chaired by the Statutory Director (Chief Officer) and minutes are retained. Every directorate is represented. The WASG continues to provide leadership, direction, oversight, support and challenge to strengthen safeguarding activity in the Council.</p>								
							<p>Ensure that robust systems are in place within the authority to respond to any concerns regarding child protection and protection of adults at risk.</p> <p>Chief Officer, Social Care, Health & Safeguarding Ongoing</p> <p>There is a comprehensive range of mechanisms across children and adult services that allow for a robust approach to quality assurance.</p> <p>The continued upward trend in demand within both children’s and adult’s services puts services under pressure.</p> <p>Monmouthshire has also had an active role in the new All Wales Child and Adult Protection Procedures consultation processes, and is ensuring that there is good awareness across the Council of these new All Wales Child and Adult Protection Procedures</p>								
							<p>As a statutory partner of the regional safeguarding boards, continue to work with other statutory partners to ensure that there are effective multi-agency safeguarding arrangements and that they are working well and share learning and development in safeguarding. Implement the recommendations and</p> <p>Chief Officer, Social Care, Health & Safeguarding Ongoing</p> <p>There continues to be full representation at all levels of the work of the regional safeguarding board and VAWDSV board. There is strong engagement in regional approaches to Multi-Agency Sexual Exploitation meeting (MASE) Child Sex Exploitation (CSE), Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV)</p>								

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							<p>learning from any Domestic Homicide review, adult practice review or child practice review that is undertaken under the safeguarding board.</p>		<p>and Contest (PREVENT anti radicalisation).</p> <p>There continues to be a strong Monmouthshire engagement with regional safeguarding boards and involvement in the Strategic and Operational Safeguarding groups. Across Gwent Monmouthshire is leading in terms of the development of Exploitation and Modern Day Slavery processes and training, including Criminal Exploitation and “County Lines” Drug supply.</p>						
							<p>Deliver the implementation plan for volunteering policy (adopted in December 2017) in all service/business areas and continued implementation of the Volunteer toolkit and organisation wide use of Volunteer Kinetic - Volunteer management system</p>	<p>HR Manager & Communities and Partnership Development Team Timescale as implementation plan</p>	<p>Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A volunteering toolkit and network are in place and Leading Volunteering training is delivered to staff that support volunteers.</p> <p>A Volunteer Kinetic digital management system is in place. This means we have a live central record of volunteer safe recruitment information and activity. The system is structured so dependent on the role the proportionate amount of safe recruitment checks are carried out and logged on the volunteers’ profile, also training is logged on the system for example Safeguarding Level 1. This data is checked and reported on a quarterly basis. We have resource to support the implementation and training for our colleagues using the system.</p> <p>Service area champions have also been introduced to ensure that all current and new volunteers are</p>						

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								recruited through the appropriate channels. In June 2019, the first Volunteering Conference was held to put volunteering at the forefront of council planning for the future.							
							To implement the Action Plan established in response to the Wales Audit Office led review of children’s safeguarding.	Chief Officer, Social Care, Health & Safeguarding Timescale as in action plan	The Council’s management response and associated action plan to address the report was presented to Children & Young People Select Committee in October 2018, alongside the WAO report. The WAO conducted a follow up ‘light touch’ inspection on this in September 2019, the final report has not yet been issued. Our evaluation of progress shows progress has been made in addressing a number of proposals. There remains further work to fully address some of the proposals including central recording and monitoring employee data regarding safeguarding training and rolling out across further service areas the matrix for self-assessment of Minimum Standards for Safeguarding Across Commissioned Services.						
							Identify and implement proposals to address capacity issues specifically for adult protection	Chief Officer, Social Care, Health & Safeguarding January 2020	A Review of Adult Safeguarding team performance and structure has demonstrated the significant increase in safeguarding concerns being referred to the department and an increased Safeguarding function with the demands of the Gwent Adult Safeguarding Board, and Corporate Safeguarding. This has impacted the timescales in which the safeguarding process can be completed and has led to recommendations in relation to structure, capacity and workload in order to meet current demand and prepare for the Wales Adult						

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								Safeguarding Procedures to be launched in November 2019.							
7.	The potential risk to: The robust delivery of the Council's corporate parenting responsibility and services related to safeguarding vulnerable children as a result of an increase in demand and complexity in cases in Children's services.	<p>The number of children on the child protection register increased substantially from 73 to 116 at the end of 2018/19. The increase during 2018/19 meant the rate per 10,000 child population exceeded the Wales rate at the same point in time. At the end of September 2019 there were 108 children on the register.</p> <p>The number of looked after children has increased from 173 at the end of 2018/19 to 190 at the end of September 2019 continuing the upward trend.</p> <p>The 2019/20 net budget for Children Services is £11.9m, over half of which relates to looked after children, in particular, placements for looked after children. At month 7 2019/20 Children's Services are forecasting a £2.774M overspend, experiencing significant demands placing pressure on the placement budget, plus the knock on effect in the associated legal and transport provision to support care packages and the need to cover internal staff shortages</p>	2019/20	Possible	Major	Medium	Continue to review and evaluate performance of Early Help and Family Support service.	Head of Children's services March 2021	There has been a real focus in the last year in Children's Services to implement a co-ordinated approach to early intervention and prevention. Early help and support services are developing well. The service has continued to respond to the demand pressure, expanding and developing services particularly through the family support offer so that the right help is provided at the right level of intensity. Early evaluation of our family support services indicates clear and positive outcomes for families (for example our Achieving Change team is currently working with 50 plus children on the 'edge of care' to enable them to remain living safely with their parents).	2019/20	Possible	Major	Medium	Julie Boothroyd & Cllr Penny Jones	Select Committee: Children & Young people
			2020/21	Possible	Major	Medium	Continue to review and embed MyST, a Multi-disciplinary Intensive Therapeutic Fostering Service and assess impact on placement activity with children with complex needs.		the demand pressure, expanding and developing services particularly through the family support offer so that the right help is provided at the right level of intensity. Early evaluation of our family support services indicates clear and positive outcomes for families (for example our Achieving Change team is currently working with 50 plus children on the 'edge of care' to enable them to remain living safely with their parents).	2020/21	Possible	Major	Medium		Objective: The best possible start in life
			2021/22	Possible	Major	Medium	Continue to implement the fostering strategy on the recruitment, retention and skills development of in house fostering.		We have collaborated with Blaenau Gwent and implemented the MYST service, a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People, which will help to support children with complex needs within a foster care setting.	2021/22	Possible	Major	Medium		
								Monmouthshire is aiming to attract more foster carers to offer placements to looked after children. Active campaigns are being run to increase the rates of in house foster carers. During 2018/19, the overall number of foster carers increased from 51 to 65 By September 2019 there was an increase to 71 foster carers which includes kinship carers (friends or relative caring for a specific child). Although this is a positive increase, the increasing number of looked after children							

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								means that demand remains high and therefore recruitment campaigns are continuing. It is hoped that the 20 for 20 reasons to foster will create an additional boost and impetus.							
							Implement next phase of children's services development programme focused on achieving the best outcomes for children and families.	Head of Children's services April 2021	Children Services have completed a 3 year improvement programme (2016-2019) which concentrated on, securing stability in the workforce, developing a delivery model of practice, commissioning and service critical issues, the service is now moving onto a further 2 year programme (2019-2021). The focus will be on practice development and will shape the way we work with families over the next number of years. The importance of relationships and how we work with families to support their strengths, manage risks and achieve good enough outcomes will be key indicators of success.						
							Deliver the action plan in response to findings of an Internal Audit report on children's services placements	Service Manager – Children's services Completed	A follow up review has been complete by internal audit, which gave an assurance rating of reasonable. An action plan has been established to address further areas from the follow up review						
							Review and monitor the Looked after Children population rises in line with Welsh Government expectations	Head of Children's services As per plan provided to WG.	The number of looked after children has increased from 173 at the end of 2018/19 to 190 at the end of September 2019 continuing the upward trend in recent years. Whilst we develop interventions to address early identification, and manage appropriately pre- and post-statutory intervention with families, the growing numbers mean that services are under pressure. Work is underway to maximise the opportunities to reduce the current trends, Welsh Government recently carried out a						

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
									<p>Looked after Children's review across Wales. As part of this we have submitted plans to reduce the numbers of children being looked after. This relies heavily on all parts of the system being geared to support the plans for reduction.</p> <p>Over the next year as well as continuing to embed preventative services, we are expanding our offer to ensure that children are equally supported to leave care safely.</p>						
8. revised	<p>Potential Risk of:</p> <p>Failing to meet the needs of learners, including vulnerable learners, and failing to promote pupil well-being within Monmouthshire's schools, which may result in children and young people not achieving their full potential.</p> <p>Failing to adapt to changes in the new curriculum and examination requirements.</p>	<p>Meeting the needs of vulnerable learners remains a priority. The gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern.</p> <p>There is variation in standards across schools, with some schools judged by Estyn to be only adequate or unsatisfactory, and some schools remain in amber support categories.</p> <p>Poor leadership, management, capacity and performance has been identified in some schools.</p> <p>There are challenges in meeting the demand for Welsh Medium education provision in the future.</p> <p>There is an increasing demand for additional support for children with additional learning needs.</p> <p>The Monmouthshire PSB well-being plan recognises the importance of greater support for the well-being of children and young people. Students' responses to the 2017/18 School</p>	2019/20	Possible	Major	Medium	Ensure the commissioned arrangements with the Education Achievement Service (EAS) address the authority's concerns in challenging and supporting schools	EAS & MCC Ongoing	<p>EAS continue to provide ongoing challenge, monitoring and evaluation work in schools with a continued focus on vulnerable learners.</p> <p>The EAS work with schools to track individual pupil performance over time. This supports us in gauging where schools are progressing well or where they may need additional support.</p> <p>From our agreed work with the EAS, we will: Strengthen leadership and teaching and learning capacity in identified schools to ensure that all pupils make appropriate progress from their starting points. Improve the outcomes for all vulnerable learners, particularly those eFSM, at the secondary stages (key stages 3 and 4) and at the higher levels. Reduce variance in outcomes between schools and departments particularly at key stage 4. Work with all stakeholders to develop effective mechanisms to help reduce the amount of exclusions.</p>	2019/20	Possible	Major	Medium	Will Mclean & Cllr Richard John	<p>Select Committees: CYP</p> <p>Objective: The best possible start in life</p>

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		Health Research Network Student Health and Wellbeing Survey shows there are areas where students' well-being can be further supported.					Continue to work closely with our primary schools to ensure that they are maximising the learning opportunities provided by the EAS and the professional learning offer around the development of the new curriculum. Work closely with our secondary schools to ensure they are meet the needs for the full range of learners.	EAS & MCC Ongoing	MCC and EAS to continue to work with schools in ensuring that they are preparing for the new curriculum and meeting the needs of students. EAS continue to monitor where schools progress and where they may need additional support.						
							Continue to improve the quality of self-evaluation in the CYP directorate.	Chief Officer Children & Young People Ongoing	The Chief Officer Report for Children and Young People was presented to Council in May 2019. The report informed Council of the progress that the education system made in the previous twelve months since the last report. This is an ongoing annual report. Estyn Local Authority Link Inspection visits continue and the authority will be inspected in February 2020.						
							Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities	Head of Achievement and Attainment Timescales as per WESP	The Welsh in Education Strategic Plan (WESP) was develop in consultation with Welsh Government and the Monmouthshire Welsh Medium Education Forum and was subject to further consultation with stakeholders. The WESP has been approved by Welsh Government and an Action Plan is in place and progress will be monitored by Local Authority and Welsh Medium Forum.						
							Ensure that the Additional Learning Needs review delivers sustainable, adequate and appropriate support to pupils with Additional Learning Needs	Head of Achievement and Attainment September 2020	The statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services was completed. In December 2018, Cabinet agreed to the implementation of a number of regulated alternations from 29th						

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								<p>April 2019. These included changes to the type and capacity of provision to Special Need Resource Bases in specified schools.</p> <p>As a part of the December 2018 Cabinet decision, the extended ‘in-reach’ services by the Pupil Referral Unit have been implemented and the staff recruited. From September 2019, this will provide significant additional resource to challenging behaviour in schools, supporting vulnerable learners and will form a key part of the graduated response to behaviour in our schools.</p> <p>Following consultation on the closure of Mounton House Special School, a report was presented to Cabinet in September 2019 and the decision was made to publish notices for the closure of the school.</p> <p>In January 2020, a report was presented to Cabinet to conclude the statutory process relating to the proposed closure of Mounton House Special School. Following the publication of statutory notices, members were presented with the details of any statutory objections received and agreed to the closure of Mounton House with effect from 31st August 2020.</p>							

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
							Work with PSB partners, through the Children & Young People Strategic Partnership, to deliver the steps in the PSB well-being plan related to focusing on children & young people’s well-being and supporting their mental health and emotional wellbeing.	Chief Officer Children & Young People Timescales as in developing PSB delivery plan	The Monmouthshire Public Service Board has prioritised the step in its well-being plan. The Children and Young People’s Strategic Partnership is being developed to bring key partners together to lead on the delivery plan. The Council continues to work on the Public Service Board well-being plan step on Adverse Childhood Experiences (ACEs). The response to this in Monmouthshire involves an understanding of the impact of ACE’s within our communities, and coordination with a range of partners, to develop a long-term approach to prevention, taking account of the complexity of issues involved.						
9. revised	Potential risk of: Loss or corruption of data due to cyber-attack or data mismanagement which will compromise the delivery of essential council services.	<p>There are a number of high profile cases across both public and private organisations where cyber-attacks and data breaches have compromised service delivery and financial loss. This can also affect safeguarding of our vulnerable people in communities.</p> <p>Aside from physical security, there is evidence that cyber security risks are introduced via a workforce that is unaware of information management, information governance and cyber security through their personal actions.</p> <p>There is a risk of cyber security being compromised through a lack of structured governance arrangements and planning.</p> <p>There is evidence that incomplete, inaccurate and unstructured digital data will</p>	2019/20	Possible	Major	Medium	Undertake a structured and comprehensive training programme for all staff on cyber security, information management and GDPR. Incorporate specific cyber-crime training into the Data Protection Training	Cyber security service Ongoing	<p>A digital trainer is now located within the Digital Programme Office and is producing focussed e-learning modules, as well as sitting alongside teams to deliver targeted training.</p> <p>The Digital Programme Office are delivering cyber security training sessions via face to face and e-learning sessions. This training will be mandatory from April 2020</p> <p>The network of Digital Champions is regularly being upskilled in cyber threat awareness through regular Digi champion’s workshops and meetings.</p> <p>Cyber security training has been incorporated into induction and across the authority via e-learning. Specific cyber security awareness raising has been held through a ‘cyber security awareness week’.</p>	2019/20	Possible	Major	Medium	Sian Hayward & Tracey Harry. Cllr Phil Murphy	Select Committee: Economy and Development Objective: All
			2020/21	Possible	Major	Medium				2020/21	Possible	Major	Medium		
			2021/22	Possible	Major	Medium				2021/22	Unlikely	Major	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		inhibit accurate data analysis, compromise decision making and ultimately compromise service delivery, service efficiency and budget management.					<p>Continuous monitoring of cyber threat and mitigation by the security team and the DPO identifying technical solutions to potential risk areas.</p> <p>Digital Projects Team Ongoing</p>	<p>A cyber security service shared between Gwent Police, TCBC and MCC has been commissioned which acts as an audit function of our technical arrangements, as well as providing training and advice on data security issues. This service also deals with MCC's PSN and the SRS ISO accreditation.</p>							
							<p>Implement the Information Strategy to safeguard the integrity and security of our data while taking-steps towards becoming a data-led organisation.</p> <p>Information Governance Group Ongoing</p>	<p>The Information Strategy was reviewed and updated in October 2017 to cover the 3 inter-related strands of – Digital Information, Information Governance and Legislation & Data use, Open Data and Business Intelligence. The strategy continues to be implemented with oversight from the Information Governance group.</p> <p>The strategy will be reviewed in august 2020.</p>							
							<p>Introduce a comprehensive digital EDRMS into the authority ensuring data is categorized, tagged, and stored with appropriate retention guidelines applied.</p> <p>Head of Digital March 2020</p>	<p>An officer has been appointed to manage the MS suite of products, starting with SharePoint online. Implementation has started in January 2020 with a programme to transfer all data and information off unmanaged network drives onto a managed and structured EDRMS that's available 24/7 to authorised personnel.</p> <p>An information manager has been appointed to work closely with the digital team and with the EDRMS manager to manage the data governance and standards.</p>							
							<p>Develop a rigorous approach to data governance policies, ensuring that our data is structured and clean in order to aid BI, RPI and AI.</p> <p>Head of Digital Ongoing</p>	<p>Detailed guidance on systems administrators' roles and responsibilities has been issued, including information regarding the need for business continuity plans and a requirement to develop and upgrade systems as soon as notified.</p>							

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
							Make use of the security features within O365 licencing to protect mobile devices and information sharing		Licencing arrangements have incorporated Multi Factor Authentication for mobile devices. New licencing being introduced in December 2020 will incorporate a seamless mobile device management solution. Licencing will also bring in enhanced security for file sharing and working with new secure communications technology via 'Teams'.						
10a. revised	<p>Potential Risk of: a lack of appropriate infrastructure, including affordable housing, in the County to meet future needs arising due to the County's changing demography and weak economic base, external changes such as removal of the Severn Bridge tolls, and as a result of the growth of the County as set out in the emerging new Local Development Plan.</p> <p>ICT infrastructure is also important to meet future needs and this has been identified as a specific related risk below (risk 10b)</p>	<p>Several key LDP policy indicator targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions.</p> <p>There is a need to consider the Council's future vision and the extent to which the current LDP aligns with that, and its impact on wider infrastructure planning, such as transport, which could affect future economic, social, environmental and cultural well-being.</p> <p>There is potential for development to come forward outside the development plan system but this needs to be carefully managed to ensure it is sustainable.</p>	2019/20	Possible	Major	Medium	Prepare a replacement Monmouthshire LDP to address the shortfall in the housing land supply and facilitate the identification and allocation of additional housing land and appropriate employment land, with associated infrastructure.	Head of Placemaking, Housing, Highways and Flood Ongoing	<p>A revised Delivery Agreement is being reported to Council on 5th March 2020 for the replacement Monmouthshire Local Development Plan. If agreed, this will be sent to the Welsh Government for the Minister's approval.</p> <p>Work on the replacement LDP has commenced. An Initial Call for Candidate Sites has been undertaken to assist the Council in understanding what land is available to inform the LDP Preferred Strategy. Consultation and community engagement has been undertaken to identify the issues facing the county, set objectives to seek to address those issues, to clarify a vision for the new LDP, and to seek opinions on options for the amount and spatial distribution of growth. On 5th March 2020, Council will be asked to endorse the Preferred Strategy for consultation and stakeholder involvement.</p> <p>The replacement Plan will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals. It also allows the Council and our</p>	2019/20	Possible	Major	Medium	Mark Hand and Cllr Bob Greenland	<p>Select Committee: Economy and Development</p> <p>Objective: Thriving and well-connected county</p>
			2020/21	Likely	Major	High				2020/21	Likely	Major	High		
			2021/22	Likely	Major	High				2021/22	Unlikely	Substantial	Low		

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
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								<p>communities to address the pressing challenges and opportunities before us, such as our demography, affordability and availability of housing, economic growth and our role in the wider region. The LDP will be drafted in the light of the Council's Climate Emergency declaration, placemaking and active travel considerations, and will be accompanied by an Infrastructure Plan and a new Local Transport Plan</p> <p>A pragmatic approach to seek to address some of these issues in advance of the new LDP has been trialled but this is under review in the light of a clear emerging policy direction from the Welsh Government.</p>							
10b revised	Potential Risk that: Insufficient broadband infrastructure and a lack of digital skills in the county have the potential to lead to social and economic disadvantages	<p>Although the majority of premises now have access to superfast broadband, there are pockets of digital deprivation with around 13% of premises still without sufficient broadband provision.</p> <p>Monmouthshire residents have high demand for broadband services, however, a significant skills issue exists in the County with approximately 20% adults in Monmouthshire not using the internet.</p>	2019/20	Likely	Substantial	Medium	Continue to collaborate with the Superfast Business Wales team to support their ICT Exploitation programme.	Head of Enterprise & Community Animation	The Council continues to be one of the three local authorities represented on the Superfast ICT Exploitation Panel.	2019/20	Likely	Substantial	Medium	Cath Fallon & Cllr Sara Jones	<p>Select Committee: Economy and Development</p> <p>Objectives: Thriving and well-connected county</p>
			2020/21	Likely	Substantial	Medium		Ongoing		2020/21	Likely	Substantial	Medium		
			2021/22	Likely	Substantial	Medium	Enable the rollout and exploitation of high-speed broadband across the County for both businesses and communities.	Head of Enterprise & Community Animation	The Council has continued to work with Welsh Government to support access to Superfast Cymru and is one of the rural local authorities represented on the newly formed Wales Digital Infrastructure Group Welsh Government have targeted 1580 premises under Superfast Cymru 2 for Monmouthshire, all to be fibre to the premise.	2021/22	Possible	Moderate	Low		
									Promotion of the Access Broadband Cymru scheme for areas outside the superfast Cymru roll out area continues, in addition to the BDUK operated gigabit voucher scheme.						

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
								Delivery of the second Rural Community Development Fund broadband deployment project will be completed by March 2020 with up to 550 premises being able to connect to the new network.							
							Trial the roll out of the TV white space broadband pilot, which will enable isolated rural communities to enjoy the same digital connectivity as in urban areas and, if successful, will be replicable in other rural areas.	Rural Programmes Manager, Complete	We continue to undertake digital connectivity pilots through the Rural Development Programme and Rural Community Development Fund. For example, the TV white space project trial has been completed and a report summarising the findings produced with future recommendations.						
							Benefit from the learning associated with the programme to trial the use of 5G technology.	Rural Programmes Manager, Ongoing	Monmouthshire was one of three locations benefitting from the learning associated with a £2m DCMS fund programme to trial the use of 5G technology acting as a testbed to bring world-class digital infrastructure to Monmouthshire. The project provided one village, Llanddewi Rhydderch, with gigabit speeds.						
							Draft and gain approval of the digital deprivation action plan	Head of Enterprise & Community Development Timescales as per action plan	Cabinet approved the Digital Infrastructure Action Plan in September 2019. The plan identifies opportunities to address the issue of 13% of premises not having next generation access to broadband						
11.	Potential Risk of: Political, legislative and financial uncertainty for council services and local businesses as a result of the UK leaving the European Union	The Withdrawal Agreement Bill has been enacted taking the United Kingdom out of the European Union on 31st January, the UK is in a transition period after leaving the EU until 31 December 2020. During this time, the future UK-EU relationship will be negotiated and agreed. While these negotiations continue there remains uncertainty on future arrangements.	2019/20	Almost Certain	substantial	High	Continue to further develop understanding and coordinate preparations through the Council Brexit working group	Chief Officer Enterprise and Head of Enterprise & Community Development Ongoing	Many of the negotiations on Britain leaving the EU are outside of the council's control, given this and remaining uncertainty the post mitigation risk levels have not been assessed to change. A council Brexit working group has been established which is being led by the Chief Officer for Enterprise. The group consists of a range of services most likely to be affected, including Environmental health,	2019/20	Almost Certain	substantial	High	Senior Leadership Team & Cabinet	Select Committee: Economy and Development & Strong Communities Objectives: All
			2020/21	Almost Certain	substantial	High				2020/21	Almost Certain	substantial	High		
			2021/22	Almost certain	subs	High				2021/22	Almost Certain	substantial	High		

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
		<p>The areas where there are potential risks for the council include:</p> <p>Disruption to the Council’s supply chain (in particular Food Supply) Threat to EU funded projects/lack of clarity over future funding streams;</p> <p>Financial implications on budgets due to increased costs in relation to supply chain directly attributed to Brexit and continued austerity measures</p> <p>Potential rise in social conflict and hostility - social cohesion</p> <p>Medication / medical needs could be disrupted</p> <p>Impact on construction projects including 21st Century Schools projects due to availability of skilled trade and supplies</p> <p>Impact on the agricultural sector and wider rural economy which could have further consequences upon the Animal Welfare and Public Protection service</p>		ain	tanti al			<p>social care and People services. A specific Brexit risk register has been established. The group will continue to monitor any impacts and the transition.</p> <p>A Brexit getting ready webpage providing information for residents and businesses has been established, information has also been shared on social media. Service level planning has continued and business continuity mitigation strategies for services to consider/implement developed.</p> <p>Close working with and support from the WLGA has continued</p>		in					
						Continue to refine and update the Medium Term Financial Planning model and assumptions for future service budgets.	Chief Officer Resources, Ongoing	The Council has an established Medium Term financial plan to model financial assumptions and scenarios for planning future service budgets, which will continue to be updated.							
						Continued liaison and work with partners such as Welsh Government, WLGA and treasury advisers to understand and plan for any implications for the Council.	Senior Leadership Team Ongoing	<p>The Council has established working relationships with key partners, such as the Welsh Government, the WLGA and treasury advisers to work with in understanding and planning for any potential risk to Council services.</p> <p>We are engaged with partners on the Gwent Local Resilience Forum Risk Group.</p> <p>£45k was awarded to LA’s to assist Local Resilience Forums to monitor the impacts of Operation Yellowhammer and to undertake ‘Business as Usual’ activities displaced by Brexit planning.</p> <p>Welsh Government funded Community Cohesion grant has also been used to appoint a</p>							

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			Year	Likelihood	Impact	Risk Level				Year	Likelihood	Impact	Risk Level		
									Community Cohesion Officer until 2021/22. The purpose of the role is to identify and support EU citizens living and working in Monmouthshire and to help them apply for settled status, understand their rights and also to mitigate and report any incidences of hate crime or community tension.						
12.	Potential risk that: The authority cannot deliver its services due to potential internal/external factors resulting in service disruption due to lack of Business Continuity planning.	Due to a variety of threats/hazards, unforeseen circumstances can lead to service disruption issues resulting in loss of ICT, Staff, work premises, third party contractors/suppliers and equipment/specific resources. There is a lack of evidence of the council's Service Business Continuity Management (BCM) Plans illustrating how such threats/hazards can be mitigated robustly	2019/20 2020/21 2021/22	Possible Possible Possible	Major Major Major	Medium Medium Medium	Development of MCC Service Area BCM Plans which present options for alternative service delivery – regardless of the reason / cause of disruption. The Emergency Planning Service, based on Business Impact Criteria, produce a Register of Priority Services identified as P1, P2, P3 and P4. The focus in the next 12 months will be P1 services; year 2 will be P2 services and year 3 P3 & P4 services.	Emergency Planning Manager & Heads of Service Ongoing	Emergency Planning has developed a list of priority services, which is reviewed every two years. BCM Plan frameworks have been developed for Service Managers to follow and to assist in developing specific service BCM Plans. More awareness sessions have been completed, particularly in light of Brexit. Despite this, Internal Audit have reviewed business continuity preparedness and a draft report indicates that service managers still need to develop their business continuity plans. The forecasted risk level will not be reduced until service BCM plans are validated/exercised, which is longer than the three-year strategic risk assessment.	2019/20 2020/2021 2021/22	Possible Possible Possible	Major Major Major	Medium Medium Medium	Peter Davies & Cllr Phil Murphy	Select Committee: Economy and Development & Strong Communities Objectives: All
13. New	Potential risk to: Communities and public	Tackling climate change and moving to a low carbon economy is one of the biggest challenges	2019/20	Almost certain	Major	High	Deliver the Monmouthshire County Council Climate Emergency Strategy	Head of Policy and Governance	In October 2019, Council received the report to set out Monmouthshire's strategy and	2019/20	Almost certain	Major	High	Senior Leadership Team & Cllr	Select Committee: Strong

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	service delivery in Monmouthshire due to Global climate changes could impact on the future social, economic, environmental and cultural well-being in the County	<p>facing our society. Rising temperatures bring increased risks to our communities and are causing long-term and potentially irreversible damage to our planet’s eco-systems, with significant local impacts such as flooding and loss of species.</p> <p>If we are to stand a chance of slowing the rise in the Earth’s temperature we need to act now. Earlier this year, councillors in Monmouthshire were unanimous in declaring a climate emergency. We intend to play our part in tackling this issue. We will strive to reduce our own emissions and work with communities and local businesses to help them reduce their emissions. This will require engagement, community involvement and commitments from third parties.</p> <p>When considering climate change, it is important to consider both how Monmouthshire is contributing to climate change, but also how resilient is the county to the likely impacts of climate change. Flooding along with other extreme weather, can cause significant impacts on infrastructure, homes and businesses along with disruption to business, community life and public services, particularly critical public services people rely on such as care services.</p>	2020/21	Almost certain	Major	High	<p>Timescales as per strategy</p>	<p>action plan to respond to the Climate Emergency declared by Council in May 2019. The strategy describes the objectives and actions in place to reduce the council’s carbon emissions.</p> <p>Council approved the ten objectives within the plan, which cover the areas of activity that the council will need to focus on to achieve its goal of reducing carbon emissions to net zero by 2030.</p> <p>Council endorsed the action plan, agreeing that this will be an evolving document as new technologies develop and other opportunities arise.</p> <p>A working group comprising of members, officers and community has been created to accelerate progress and take responsibility for ensuring the action plan continues to evolve and be shaped by emerging evidence and cutting-edge practice and opportunities.</p>	2020/21	Almost certain	Major	High	Jane Pratt	<p>Communities</p> <p>Objectives: Maximise the potential of the natural and built environment</p>	
			2021/22	Almost certain	Major	High		<p>Prepare and adapt for the impact of climate change.</p> <p>Senior Leadership Team Ongoing</p> <p>There are lots of things that the council is doing to make sure that we are prepared for the impacts of climate change. In recent years, council services have thought about what the potential risks to their services are, in order to start thinking about how to adapt to these risks. The Local Development Plan has a key role to play in making sure that our communities are sustainable and resilient to the impacts of climate change.</p> <p>Much of the work to co-ordinate emergency responses is organised through the Gwent Local Resilience Forum (LRF). We will continue to</p>	2021/22	Almost certain	Major	High			

Ref	Risk	Reason why identified	Risk Level (Pre – mitigation)				Mitigating actions	Timescale & responsibility holder	Mitigation action progress	Risk Level (Post – mitigation)				Risk owner & Cabinet member responsible	Select Committee and strategic objective
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									work with partners on the LRF to make sure that we are prepared for severe weather events.						
14. New	Potential risk that: Declining recycling rates will prevent achievement of the Welsh Government target of 70% recycling rates throughout Wales.	<p>Monmouthshire’s recycling rate peaked in 2016 at 67% and there has been a slow but steady decline in performance since then. Recycling performance for 2019 is predicted to be between 62.5% and 63.4%, placing Monmouthshire in the lower quartile in performance in Wales. We are facing potential recycling target fines of between £53,400 and £133,500.</p> <p>Monmouthshire tries to ensure that focus is given to reducing waste production wherever possible, with campaigns to reduce food waste and single use plastics, and use of returnable milk bottles. However, these campaigns can have a negative impact on recycling rates. It is likely that public awareness of climate change will continue to see a reduction in the available material for recycling.</p> <p>Reduced expenditure at national and local government level on promotional campaigns that enforce and support positive recycling behaviour, coupled with increased scepticism and negative media coverage of recycling, impacts on public participation in local services.</p>	2019/20	Likely	Moderate	Medium	Deliver the actions identified in the Household Recycling report (part 1: kerbside provision)	Head of Neighbourhood Services As per report timescales	This was presented to Cabinet in December 2019. Waste and recycling service provision must continually evolve to meet challenging targets, volatile markets and increasing costs. This report sets out measures that will be necessary to achieve national recycling targets, minimise budget increases and provide sustainable waste services going forward.	2019/20	Likely	Moderate	Medium	Frances O’Brien & Cllr Jane Pratt	Select Committee: Strong Communities
			2020/21	Likely	Moderate	Medium				2020/21	Possible	Moderate	Low		
			2021/22	Likely	Moderate	Medium	Deliver the actions identified in the Household Recycling report (part 2: HWRC provision)	Head of Neighbourhood Services As per report timescales	This report sets out measures that will be necessary with regard to HWRC provision in order to achieve national recycling targets, minimise budget increases and provide sustainable waste services going forward. HWRC provision must continually evolve to meet challenging targets, volatile markets and increasing costs. Behavioural change interventions that reduce waste and increase recycling at the household waste recycling centres are proven to be effective across Wales. Due to the high tonnage throughput at our sites compared to other local authorities these changes will have the potential to deliver a significant positive impact on recycling rates. Rationalising service provision will allow investment in the service and drive up recycling performance.	2021/22	Possible	Moderate	Low		Objectives: Maximise the potential of the natural and built environment

Risks removed from the strategic risk register at January 2020

Risk	Reason why identified	Mitigation undertaken and reason why removed or amended from Strategic Risk assessment
<p>Potential risk of Not adequately transitioning to the requirements of the General Data Protection Regulation resulting in reputational damage and risk of fines to the Council</p>	<p>The need to comply with General Data Protection Regulation (GDPR) by May 2018.</p> <p>The regulation impacts the way we process, store, protect and use personal data.</p> <p>Failure to comply could lead to adverse impacts on those whose data is affected, large fines and damage to the Council's reputation.</p> <p>The Council is implementing an action plan to ensure compliance building on existing Data Protection Act process already in place. The risk levels will be reviewed in line with progress with the action plan.</p>	<p>GDPR has been in place for 18 months and has been implemented throughout the organisation. Work is continuing to update systems and processes in line with the regulation but this is being managed at a local level, and is overseen by the Data Protection and Information Manager.</p>

Appendix 2 - Strategic Risk Management Policy – Summary

This sets out the Council’s policy and approach to strategic risk management. A copy of the full policy and guidance is available to staff and members on The Hub.

Risk Management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them or responding to them. Strategic risks are those which affect the Council as a whole. Typically, these will be key risks that could significantly jeopardise the Council’s ability to achieve its objectives, statutory plans and/or provide operational services as planned.

The Council is committed to the effective management of risk. As a large public sector organisation, it is exposed to a wide range of risks and threats in delivering key services to communities. Within the Council, the purpose of risk management is to:

- preserve and protect the Council’s assets, reputation and staff
- promote corporate governance and aid good management in controlling and managing risks
- support successful delivery of strategic aims and well-being objectives
- improve business performance and better anticipate calculated risks where these are likely in delivering improvements
- avoid unnecessary liabilities, costs and failures

The Council seeks to ensure that risk management is effective from strategic to individual services and employees. Therefore all employees and Councillors are responsible for ensuring there are good levels of internal control and risk management throughout the Council in order that the Council’s specified outcomes are achieved. The Council uses a ‘traffic light’ system of Red/Amber/Green associated with High/Medium/Low to categorise risk levels. This is determined using the risk matrix below

Impact/Severity	major	Low	Medium	High	High
	substantial	Low	Medium	Medium	High
	moderate	Low	Low	Medium	Medium
	minor	Low	Low	Low	Low
		Unlikely	possible	Likely	Almost certain
		Likelihood			

High risk	The risk is highly likely to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring
Medium risk	The risk is unlikely to result in a major issue, however, if it did the impact would be significant or serious . This risk is relatively less significant than a High risk however it needs to be closely monitored within timely management action/controls to ensure it does not escalate.
Low risk	The risk is very unlikely to occur and the impact will be minor or moderate at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals

SUBJECT:	CoCoRE 5G TESTBED
MEETING:	CABINET
DATE:	4TH MARCH 2020
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

To provide an information only update for Members on 'Connected Communities in the Rural Economy' (CoCoRE), a 5G Testbed pathfinder project.

2. RECOMMENDATIONS:

2.1 For information only.

3. KEY ISSUES:

3.1 In September 2019, [Cabinet](#) approved the Digital Infrastructure Action Plan. The approval decision was based on recommendations that the Council 'fully consider any prospects to engage with funding opportunities to install 5G infrastructure within the County where there is a basis of evidence of need'. This would involve opening up the County as a regional testbed and pathfinder for the variety of applications likely to be developed as a result.

3.2 The approval was founded upon the situational analysis, that broadband connectivity in the County is poor in places due to the sparsity of the population, the rurality of the landscape, the difficulty of the topography and subsequently the limited commercial viability of the county's deep rural areas. In fact, in comparison to the other nine Local Authorities in the Cardiff Capital Region (CCR), Monmouthshire's digital deprivation rates stood at 12.5% in September 2019, compared to 3-4% in other CCR local authority areas.

3.3 One of the core strategic objectives of the Council is 'Supporting enterprise, entrepreneurship and job creation'. The Council therefore wishes to capitalise on the provision of a high speed, first class digital infrastructure, in order to deliver economic growth, wealth creation and increased productivity and GVA for the county and the country. A robust digital infrastructure can also enable public service delivery in a challenging rural environment with poor public transport and the resultant higher proportionate costs of delivering services e.g. social care, whilst also helping to combat loneliness and rural isolation.

3.4 On 20th February 2020, the Council received notice of the approval of CoCoRE, a 5G testbed in South East Wales to connect rural communities across Monmouthshire and semi-urban communities in Blaenau Gwent. A project designed to demonstrate how 5G technology can be a force for good for businesses and citizens, CoCoRE constitutes Phase One of a wider ambition for a proposed Wales 5G programme being led by Welsh Government.

3.5 A total of nine projects across Wales, England and Scotland will receive a share of the £35m from the UK Government's Rural Connected Communities Fund. This includes test sites being set up in Blaenau Gwent, Monmouthshire, Orkney, Wiltshire, Nottinghamshire, Dorset, Shropshire and Worcestershire. The purpose of the Fund being

to explore new ways that 5G can boost business growth and productivity, improve the lives of people in rural areas and maximise the productivity benefits of new technologies.

3.6 Digital infrastructure and 5G connectivity are critical to providing the services needed to provide social and economic prosperity. 5G has speeds up to ten times faster than 4G and will greatly increase mobile capacity across the UK however, 5G offers more than a speedier internet connection. It uses advanced technology and therefore has the capability in the future, to transform the way the Council interacts with critical services for example, energy, water, transport and healthcare. 5G will also drive the adoption of new technologies such as driverless cars, remote healthcare and the 'smart' devices that are increasingly used in homes and at work.

3.7 CoCoRE presents a real opportunity for the County to support innovation in IoT devices, leveraging the region's compound semiconductor sector. Activity will directly address the following rural challenges and opportunities:

- Diverse Rural Economy - Agritech, Tourism, Flexible Working, Isolation, remote consultation and diagnostics;
- Integrated multi-modal transport - Journey Planning, transport planning, on demand transport; and
- Tourism, augmented reality at scale.

Solving some of these issues will provide enormous opportunities to increase the region's competitive and social position.

3.8 The overall aim of CoCoRE is to create a digital environment over a meaningful semi-urban and rural area that benefits from high quality digital services, both fibre and 5G. The location of the scheme will be focused around a 'Place' concept in Ebbw Vale and Monmouthshire, where one 'Hub' location is a Semi-Urban location with a large rural component close-by.

The initial outcomes expected include:

- 5G coverage in Monmouthshire and Blaenau Gwent;
- Management via Self-sustaining Special Purpose Vehicles providing missing skills and high value jobs;
- Commercial IoT device manufacture & supply;
- Scalable and transferable Use Cases; and
- A clear investment model for 5G deployments in Wales.

3.9 The finer details of CoCoRE and the Council's role in its delivery are yet to be determined however partners will include Welsh Government, Blaenau Gwent County Borough Council, Cardiff Capital Region City Deal, Tech Valleys Programme, Cardiff University, Bristol University and private sector partners Cisco, Appy Way, Utterberry, Communication Service Providers and Local SMEs. A follow up report with further detail will therefore be presented at a later date.

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

4.1 Report for information only and therefore not relevant.

5. OPTIONS APPRAISAL

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

Table One: Options Appraisal

Option	Benefits	Risks	Comments
Do nothing	None identified	<ul style="list-style-type: none"> • Continue to be unable to influence the future direction of 5G deployment in the County and therefore may not get the full benefits of the initiative; • Lack of early investment in 5G may cause subsequent delays to large scale commercial roll-out and reduce local economic impact. • Reputational risk if a decision to proceed was revoked. 	Continuing disjointed delivery of digital infrastructure leading to further missed opportunities.
Support the CoCoRE 5G Testbed	<ul style="list-style-type: none"> • The Council would gain a stake in the future direction of the 5G offer and an ability to shape test bed activities; • Council investment could secure 5G bandwidth, which could then be used to support businesses and public service delivery; • Benefits could include: job safeguarding; high value job creation opportunities; new business start-ups; productivity gains for existing SMEs; IoT device development opportunities; proposals to address current market failure; a 5G platform for future deployment and revenue generation, etc. 	<ul style="list-style-type: none"> • Further clarification of the funding package requirements needed before any financial commitments are made. • Details of ROI to be determined. • Further details regarding governance, asset ownership, etc. to be clarified. 	Further clarification required prior to next decision report being submitted.

6. REASONS

6.1 The current digital deprivation rate of 12.5% in Monmouthshire is unacceptable, it puts our communities, businesses and indeed Wales at a severe disadvantage, particularly given Monmouthshire's proximity to the economic powerhouses of the South West, Gloucestershire and West Midlands. There is therefore, a strategic imperative to ensure

that Monmouthshire has sufficient digital connectivity to maximise our economic growth and wealth creation capability, and increase our productivity in order to increase the GVA for the county and the country.

- 6.2 The Council has previously taken a decision to 'fully consider any prospects to engage with funding opportunities to install 5G infrastructure within the County where there is a basis of evidence of need' which would involve opening up the County as a regional testbed and pathfinder. A conscious note will be made of any changes to legislation regarding any potential health impacts.
- 6.3 5G infrastructure development and testbed schemes are a high political and economic priority for the UK and Welsh Government. 5G, alongside full fibre, will form the core and edge of modern place-based infrastructure to drive the economy and deliver social benefits. Existing digital infrastructure in Monmouthshire and the wider Cardiff Capital region is inadequate and has historically lagged that available in the UK including Superfast & Ultrafast Broadband and wireless technologies, particularly 4G and now 5G. Having strong digital coverage for Internet and Data services drives a host of socio/economic opportunities. The CoCoRE project which forms part of the wider Welsh Government 5G strategy and intervention represents an opportunity to not only catch up and keep pace, but exceed the UK deployment of Next Generation Wireless, (5G).

7. RESOURCE IMPLICATIONS

- 7.1 CoCoRE is 50% matched funded with £5M coming from the DCMS Rural Connected Communities Fund and £5M from funding partners. The full capital resource implications for individual partners are yet to be determined, further details will be provided in a follow up report at a suitable point in time.

8. CONSULTEES

Previous consultees of the overarching Digital Infrastructure Action Plan have included:

- Monmouthshire communities;
- Cabinet;
- Senior Leadership Team;
- Economy and Development Select Committee

9. BACKGROUND PAPERS

N/A

10. AUTHOR:

Cath Fallon, Head of Enterprise and Community Animation

11. **CONTACT DETAILS:** E-mail: cathfallon@monmouthshire.gov.uk Mob: 07557 190969

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

1. PURPOSE:

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

2. RECOMMENDATIONS:

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

3. KEY ISSUES:

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

With priorities to:

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

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

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

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

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

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

3.5 This will enable:

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

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

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

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

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

5 OPTIONS APPRAISAL

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

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

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

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

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

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

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

6 REASONS:

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

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

7 RESOURCE IMPLICATIONS:

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

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

8 CONSULTEES:

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

9 BACKGROUND PAPERS:

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

10 AUTHOR:

Cath Fallon (Head of Enterprise and Community Animation)

11 CONTACT DETAILS:

Tel: 07557 190969

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Future Generations Evaluation (includes Equalities and Sustainability Impact)

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

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

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

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




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



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

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

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

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

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

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

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

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

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

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

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

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

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

The Statement has been founded upon the following:

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

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

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

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

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

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

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

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

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

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

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Draft Inward Investment Prospectus 2020

Growing your business in Monmouthshire

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

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

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

With priorities to:

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

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

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

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



Why grow your business in Monmouthshire?

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

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

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



Why grow your business in Monmouthshire?

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

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

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

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

Be part of Monmouthshire's future

To Grow Business in Monmouthshire we need:

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

This will enable:

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

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



What is the market demanding?

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

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

Latent Demand

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

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

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

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

Please contact:

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

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



REPORT

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

1. PURPOSE:

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

2. RECOMMENDATIONS:

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

3. KEY ISSUES:

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

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

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

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

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

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

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

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

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

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

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

4. OPTIONS APPRAISAL:

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

5. EVALUATION CRITERIA:

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

6. REASONS:

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

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

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

7. RESOURCE IMPLICATIONS:

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

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

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

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

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

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

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

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

9. CONSULTEES:

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

10. BACKGROUND PAPERS:

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

11. AUTHOR: Sian Hayward – Head of Digital

12. CONTACT DETAILS:

Tel: 01633 344309 / 07825 450791
Email: sianhayward@monmouthshire.gov.uk

Appendix 1

Evaluation Criteria

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

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

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

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

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

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

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

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

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



monmouthshire
sir fynwy

Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)




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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DATE: 22nd July 2019

SUBJECT: 2019-20 SRS Tactical Plan

Report Submitted by: Matt Lewis (COO SRS)

Report Written by: Matt Lewis (COO SRS)

1. Area Affected

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

2. Purpose of Report

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

3. Purpose of the plan

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

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

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

4. Relationship to the Strategy

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



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

5. Plan Approach

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

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

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

6. Plan in context

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

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

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



7. **SRS Strategic Aims**

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

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

8. **Gateway Process**

8.1 Gateway 0: B&C Board identify opportunity

Gateway 1: Strategic intent from the SB to work together

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

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

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

Gateway 5: SB approval to implement

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

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

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



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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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



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

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

14. Monitoring and Evaluation

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

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



SRS Strategic Board
DATE: 15th October 2019

SUBJECT: SRS Future Recommendations

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

1. Area Affected

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

2. Purpose of Report

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

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

3. Background

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

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

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

SECTION 1:

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



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

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

SECTION 2:

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

SECTION 3:

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

SECTION 4:

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

SECTION 5:

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



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

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

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

The data halls are:

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

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

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

4.2 **The budgeted revenue position**

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

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

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

Hall 2 @ £63,996
Hall 3 @ £54,941



Hall 4 @ 56,373

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

Data Centre @ £115,162

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

4.3 **Energy costs**

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

Hall 2 @ £101,759 (EDU and LA)

Hall 3 @ £66,220 (OPCC)

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

Data Centre @ £21,235

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

4.4 **Known five year replacement costs**

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

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

Hall 2 @ £676k

Hall 3 @ £467k

Hall 4 @ £672k

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



4.5 Annual Data Hall Costs Combined

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

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

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

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

4.6 COO Advice

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



5. **SECTION 2: The alternatives**

5.1 **Alternative data centre availability**

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

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

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

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

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

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

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

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



5.3 The cloud services paper

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

5.4 Estimate of what could move into the cloud

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

5.5 COO Advice

The advice of the SRS COO is:

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



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

6.1 **Blaenavon Environmental Maintenance and Refurbishment**

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

6.2 **Infrastructure and Software Refresh**

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

6.3 **Costs**

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



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

6.4 **Cloud / Alternate Location**

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

6.5 **National Marketplace contracts**

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

6.6 **Newport Specific Items**

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

6.7 **Blaenau Gwent Specific Items**

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



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

7.1 **Major Benefits**

Cloud services:

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

Alternate On Premise Provider:

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



7.2 **Major Disbenefits**

Cloud services:

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

Alternate On Premise Provider:

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



8. **SECTION 5: Decisions Required**

8.1 **SRS Strategic Board Summary**

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

8.2 The advice of the COO is:

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

8.3 **Torfaen Decisions**

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

Monmouthshire Decisions

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

OPCC Decisions

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



Blaenau Gwent Decisions

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

Newport Decisions

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

NWIS data centre future

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

SRS Business Solutions data centre future

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

9. Monitoring and Evaluation

9.1 The process will be monitored by the Strategic Board.

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

Tuesday 15th October 2019



Delivering Digital Transformation

Agenda

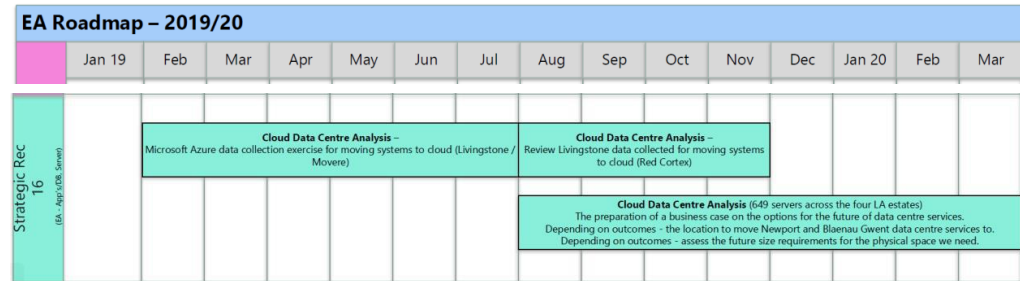
- SRS Partnership Strategy
- Drivers for Cloud Adoption:
 - Internal
 - External
 - Organisational
- Options Analysis
- Cost Comparison
- Recommendations
- Approach
- Microsoft and Microsoft Partners Assistance
- Questions/Discussion

SRS Partnership Strategy 2016-20

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

Drivers for Adoption - Key Internal Drivers

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



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- Environmental Maintenance - £350k in 2019, £2.7M in next 6 years
- Newport City Council and Blaenau Gwent services hosted in on-premise server rooms
- Compute Infrastructure and Software Refresh
- Reduction in Costs
- Benefits of Cloud Services – PAYG; Low TCO; reliability, scalability and sustainability; improved disaster recovery services
- Software Licencing – HMG DTA

Drivers for Adoption - Key External Drivers

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

Drivers for Adoption – Organisational Drivers

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

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

Options Analysis

- Option 1 – Do Nothing

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

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

- Option 2 – “Big Bang” Migration

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

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

- Option 3 – Hybrid Migration

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

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

Options Analysis.... continued

- Option 4 – Continue On-Premise Investment

- ✓ Technology stack is known

- ⊗ No disaster recovery

- ⊗ Limited high availability capability

- ⊗ Difficult to scale




- ⊗ Extensive costs for environmental upgrades/refresh

- ⊗ Potential Extended Support charges if upgrade not completed

Cost Comparison

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

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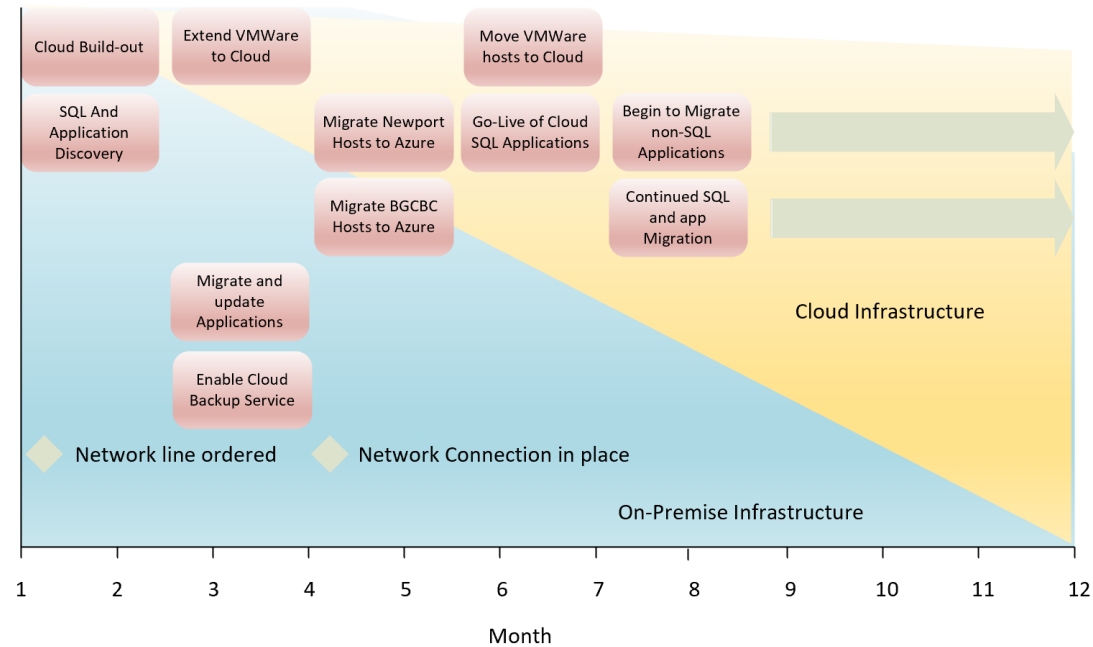
Business Case	Driver	As Built "Lift and Shift" List Cost 3 Year Pricing	Option 1 Azure ARC List Cost 3 Year Pricing *Right Sized	Option 2 Estimated Azure Hybrid Use Benefit Cost 3 Year Pricing *Right Sized	Option 3 Azure Reserved Instance and AHUB Estimate 3 Year Pricing *Right Sized	Estimated Storage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

Recommendations

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

Approach

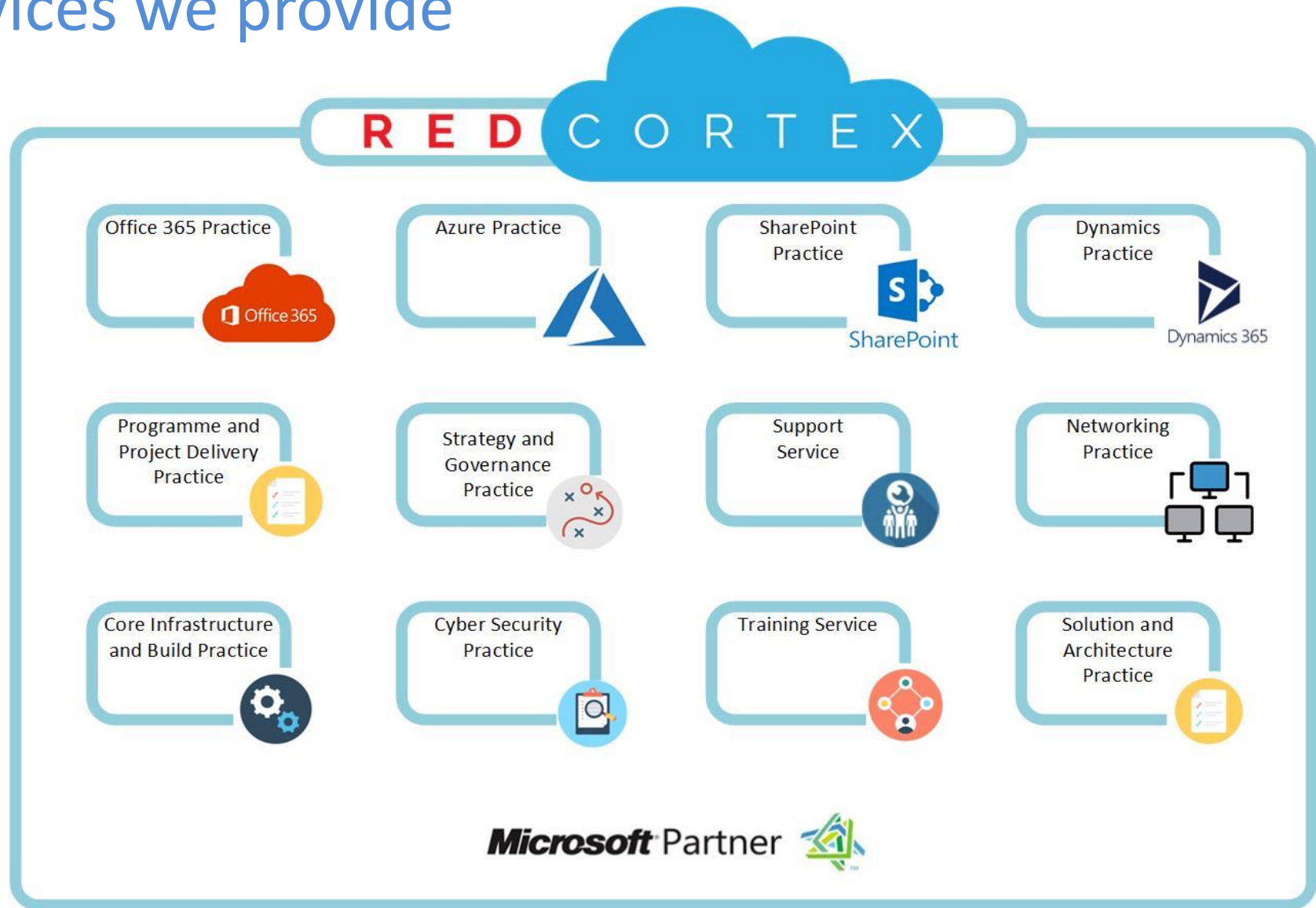
- Initial 12 month migration programme
- 5 Year Vision to Transform Services
 - Cloud First
 - Cloud Native
 - Flexible Working
 - Migrate Shared Drives
 - Deploy Software Defined WAN
 - Big Data Analysis
 - Automated Intelligence



Microsoft and Microsoft Partners Assistance

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

Services we provide



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Current Client base

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- Questions/Discussion

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