

## Monmouthshire County Council response to Panel Performance Assessment Report February 2026

The statutory guidance under the Local Government and Elections (Wales) Act 2021 requires the council to complete a response to the panel performance assessment report. In its response, the council is required to state:-

- the extent to which it accepts the conclusions in the report;
- the extent to which the council intends to follow any recommendations contained in the report; and
- any actions it proposes to take to increase the extent to which it meets the performance requirements.

This action plan sets out the council's response to each of the recommendations in the Monmouthshire County Council Panel Performance Assessment Report February 2026. It has been presented to, and accepted by, the Governance and Audit Committee at their meeting on 4<sup>th</sup> June 2026.

Ref	PPA Recommendation	Council response & action	Timescale & responsibility holder
1.	<p><b>Prioritising major opportunities to deliver better outcomes for residents at lower costs.</b></p> <p>The Panel recommends that the Council focus and prioritise major opportunities that will deliver better outcomes for residents at a lower cost. The Council must establish a clear mechanism to identify, assess and exploit these opportunities, supported by a structured plan to be completed by the end of 2026/27.</p> <p>The plan should include:</p> <ul style="list-style-type: none"> <li>• A robust assessment of the investment required;</li> <li>• Consideration of organisational capacity to deliver;</li> <li>• Expected returns, including both financial savings and improved outcomes;</li> <li>• Alignment with the Medium-Term Financial Plan (MTFP).</li> </ul> <p>Realising these opportunities requires discipline, sequencing and a strong organisational narrative linking change to outcomes and financial resilience</p>	<p><u>Context</u></p> <p>For Purpose, on Purpose (F-POP) provides the council's clear mechanism to identify, assess, prioritise and govern major change opportunities to deliver better outcomes and/or lower costs.</p> <p>The Programme Assurance Board oversees the whole change portfolio ensuring it is aligned with our purpose. This includes: identifying and scoping challenges and opportunities, developing business cases, managing risks and dependencies, ensuring organisational readiness, monitoring benefits/value realisation, and ensuring alignment with the Medium-Term Financial Plan (MTFP).</p> <p>A structured delivery plan has been developed and is overseen by the Programme Assurance Board.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> <li>• Establish and maintain a single, live change portfolio within FPOP (including major opportunities), with clear entry criteria, stage-</li> </ul>	Chief Executive

		<p>gates and decision papers routed via the Programme Assurance Board (PAB).</p> <ul style="list-style-type: none"> <li>• Apply the FPOP Benefits and Value Framework to assess investment required, organisational capacity, expected returns (financial and non-financial) and delivery confidence; use this to prioritise opportunities and sequence delivery.</li> <li>• Strengthen programme management discipline through the FPOP Programme Management Office (PMO), including consistent templates, reporting, risk management and a portfolio dashboard to support early intervention where delivery is off-track.</li> <li>• Ensure opportunities that require Member decisions progress through existing approval routes (Cabinet/Council) with clear business cases and benefits realisation expectations.</li> </ul>	<p>Short Term: now – September 2026</p> <p>Short Term: now – September 2026</p> <p>Medium Term: October 2026 – March 2027</p> <p>Long Term: April 2027 – December 2027</p>
<p><b>2.</b></p>	<p><b>Strengthening Community Resilience and Shared Understanding.</b></p> <p>The Panel recommends that the Council works with communities and partners to develop a shared understanding of “community resilience” within the Monmouthshire context. This shared definition will enable better measurement of impact and help clarify the difference the Council and its partners aim to make.</p> <p>Key points include:</p> <ul style="list-style-type: none"> <li>• Using community insight to understand impact and well-being outcomes;</li> <li>• Ensuring prevention plans maximise social capital, which stakeholders identified as a major strength;</li> <li>• Strengthening purposeful communication and engagement with communities, drawing on the placemaking model;</li> <li>• Ensuring all communities - particularly in a large rural county - have a voice in shaping local priorities.</li> </ul> <p>Stakeholders are ready and willing to work with the Council and that co-design is essential for meaningful progress.</p>	<p><u>Context</u></p> <p>We will adopt Resilient Communities as a single, consistent framing for this work. This provides a shared and strengths-based narrative aligned to the council’s values and responds directly to the PPA’s call for a clear, Monmouthshire specific understanding of community resilience.</p> <p>The approach complements the Living Well Strategy by providing the community level conditions that support prevention, early help and independence.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> <li>• Co-produce a clear, practical definition of Resilient Communities with communities, partners, Town and Community Councils and frontline officers, with equity embedded throughout the process.</li> <li>• Undertake proportionate mapping of existing community assets, networks and activity, focusing on strengths and gaps that matter for prevention. This will include a digital community</li> </ul>	<p>Head of Customer, Communication and Engagement.</p> <p>Short Term: now – September 2026</p>

		<p>asset map, supported by local points of contact for residents who are less digitally enabled.</p> <ul style="list-style-type: none"> <li>• Move from broad engagement to targeted action by identifying a small number of priority places and/or themes where strengthening Resilient Communities can deliver the greatest preventative and equity benefit.</li> <li>• Establish a Resilient Communities Network to support alignment, shared learning and reduced duplication across the Council, partners, health, the voluntary sector and Town &amp; Community Councils.</li> <li>• Use a proportionate mix of lived experience, qualitative insight and proxy measures to demonstrate progress, reflecting the PPA's expectations for meaningful short and medium term evidence.</li> </ul> <p><u>FPOP linkage</u> Where the Resilient Communities approach translates into specific change projects (e.g., digital community asset map, priority place-based interventions), these will be captured within the FPOP change portfolio so progress, risks and benefits can be tracked consistently through corporate governance.</p>	<p>Medium Term: October 2026 – March 2027</p> <p>Long Term: April 2027 – December 2027</p>
<p><b>3.</b></p>	<p><b>Workforce and Succession Planning</b> The Panel recommends that the Council complete the development and implementation of its workforce and succession plan to underpin future delivery and organisational resilience.</p> <p>The emphasis is on:</p> <ul style="list-style-type: none"> <li>• Ensuring the Council has the skills and capabilities required for future challenges;</li> <li>• Addressing identified workforce gaps;</li> <li>• Supporting leadership development and retention of critical knowledge;</li> </ul>	<p><u>Context</u> We established a commitment to embed workforce planning across the organisation in the People Strategy and accompanying action plan approved by Cabinet in June 2024. The actions relating to workforce development were scheduled to commence once other building blocks has been put in place. These include: the development and launch of a new employee review and development scheme, conducting a training needs analysis and establishing a training budget. With these now in place, or in the process of being rolled out, work has commenced on workforce planning, which is</p>	<p>Chief Officer – People, Performance and Partnerships. December 2026</p>

	<ul style="list-style-type: none"> <li>Strengthening organisational capacity to deliver its priorities.</li> </ul> <p>Workforce planning is essential to sustaining improvement, reducing single points of failure, and supporting innovation.</p>	<p>being taken forward under the heading of a Future Focused Workforce.</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Run a development session for managers on succession planning with the LGA</li> <li>Upskill HR Business Partners in strategic workforce planning'</li> <li>Produce a workforce development plan to sit underneath the People Strategy to provide clarity on the steps that need to be taken to ensure a future focused workforce</li> <li>Implement the workforce of the future through expanding talent entry points, including work experience, apprenticeships, traineeships and graduate opportunities</li> <li>Develop a training pathway for all job roles to ensure existing staff are developed to maximise their capability</li> <li>Undertake research to understand the future skill requirements across the authority and develop or commission training to future proof our workforce</li> </ul> <p><u>FPOP linkage</u></p> <p>Workforce and succession planning will be treated as a core organisational readiness enabler within the FPOP change portfolio, supporting delivery capacity, reducing single points of failure and strengthening the Council's ability to deliver its priorities. Progress will be tracked through the same programme reporting discipline.</p>	<p>Short Term: now – September 2026</p> <p>Medium Term: October 2026 – March 2027</p>
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