

SUBJECT:	‘FOR PURPOSE, ON PURPOSE – FPOP’
MEETING:	Performance and Overview Scrutiny Committee
DATE:	8th of September 2026
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE

- 1.1. To present an update on the activity undertaken through ‘For Purpose, On Purpose – FPOP’ our whole authority strategic change programme.

2. RECOMMENDATIONS

- 2.1. To note the attached documents for information which include the ‘FPOP Programme Framework (Appendix One); the FPOP ‘At a Glance’ for Members (Appendix Two); FPOP Strategic Fit (Appendix Three); FPOP Existing Change Projects (Appendix Four); FPOP Pipeline Projects (Appendix Five); Terms of Reference for the FPOP Programme Assurance Board (Appendix Six) and Council and Committee References to the Proposed Change Programme (Appendix Seven).

3. KEY ISSUES

- 3.1.1. The continuing pace of change and the daily impact of global crises on our local communities, present fresh challenges that require changes in the way the council works, to ensure we remain relevant to the residents we serve. Some of the major issues at play are:
- Our changing demography and rapidly ageing society;
 - Our reaction to Artificial Intelligence and wider technology developments;
 - Our response to the changing needs and ambitions of our diverse communities;
 - Our ability to implement our Climate and Nature Emergency Strategy to help tackle the global environmental crisis;
 - Our ambition to help residents get more involved in local issues and support our members’ efforts to make their communities more democratic;
 - Our reducing resource base and the need to become more resourceful yet sustainable.
- 3.1.2. FPOP is a whole Authority call to action for purposeful change, involving all colleagues, in all areas of our organisation. It demonstrates our commitment to innovation and community partnership, working ‘with’ residents to encourage active participation to improve the county, reflecting a shift from traditional top-down approaches. Success will be driven by the vision ‘To remain one of the

UK's most contemporary and trusted local authorities into the 2030's' and tracked using performance data aligned to FPOP's Benefits and Value Framework. The programme has clear purpose, shared values, and reflects the organisation's ability to be flexible to change and new ideas.

- 3.1.3. FPOP will build on past successes, tackling today's challenges by embracing new approaches based on evidence, our values and our culture. Seven initial themes have been identified: Building strong networks; Supporting residents early; Listening to our residents and improving how we engage and deliver services; Attracting and maintaining the very best talent; Embracing opportunities presented by technological progress; Protecting our County for future generations; Building a sustainable financial platform.
- 3.1.4. FPOP supports the delivery of our Community and Corporate Plan by focusing on fairness, sustainability, and well-being - it does not replace it or set new priorities. We want to be ambitious, act on our values, respond to our community, and think ahead. Teamwork, openness, fairness, flexibility, and kindness are central to how we collaborate with each other and the public, and the dedicated Programme Management Office will check in on these values as the Programme moves forward. A diagram setting out where FPOP fits strategically can be found in Appendix Three.
- 3.1.5. FPOP is led by the Chief Executive and strategic leaders across the Council, making sure progress is open and updates are shared with everyone. The team use an evidence-based approach, regularly checking how well the change projects are working, making sure the organisation's resources are used wisely and supporting our main goals—so our efforts lead to real improvements, not just more activity.

3.2. FPOP PROGRESS TO DATE

- 3.2.1. An appreciative enquiry of desk top reviews was undertaken in 2025, which resulted in the collation of details of over 60 change projects, which has since been analysed to present a clear overview of all the change activities that are being delivered within the organisation.
- 3.2.2. The detailed analysis demonstrated that all the projects were at different stages of maturity. Direct engagement with project leads has determined a clearer picture of projects 20 to be retained – as detailed in Appendix Four - FPOP Existing Change Projects; projects moving to closure/exit total 32; and 18 projects requiring further development which have been moved to a developing FPOP pipeline as detailed in Appendix Five.
- 3.2.3. A Programme Assurance Board, led by the Chief Executive, has been established and meets regularly to ensure the programme stays on track, the Terms of Reference for which can be found in Appendix Six.
- 3.2.4. As FPOP matures, a more structured programme of engagement with project leads is being introduced which balances the Programme Assurance Board's need for visibility and assurance with a proportionate structured approach to support project delivery teams. Regular touchpoints have been introduced along with quarterly reviews focussed on progress, outcomes and forward planning. Digital performance dashboards will also be introduced.

3.2.5. A Change Agent Network of Officers leading and interested in developing strategic change projects has also been established. The Network meets quarterly to share progress, offer support and exchange best practice ideas.

3.3. FPOP COMMUNICATIONS ACTIVITY

3.3.1. As FPOP is an open programme, various activities are taking place to raise awareness amongst colleagues and increase engagement:

- Let's Talk Colleagues digital engagement sessions are taking place - [Let's Talk – FPOP](#)
- Let's Talk FPOP Intranet Hub has been established [FPOP](#)
- Articles have been placed in the Colleague digital newsletter 'Compass'
- Colleagues are being encouraged to submit their [Bright Ideas](#) for organisational change.
- Further face to face colleague engagement sessions are planned for Autumn 2026.

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

4.1. An Equality and Future Generations Evaluation Assessment is not applicable for this report as there are no proposed changes to existing service delivery and policy for decision at this stage.

5. OPTIONS APPRAISAL

5.1. This is a covering report to provide an update on 'For Purpose on Purpose – FPOP,' an options appraisal is therefore not required.

6. RESOURCE IMPLICATIONS

6.1 The appreciative enquiry undertaken in 2025 identified over 60 change projects, which have since been reviewed and analysed to provide a clear overview of change activity across the organisation. Much of this work is directly aligned to the seven FPOP themes. No new unfunded financial requirement has been identified at this stage. Current programme activity is being managed within approved staffing and budgets, alongside the £350,000 contribution to reserves previously approved to support the programme of change. Any use of this reserve will be subject to the Council's normal approval and monitoring arrangements.

6.2 Where gaps or opportunities are identified and there is no existing project lead, the FPOP Programme Management Office will assess the additional delivery capacity required. Any proposed redeployment of staff or other resources will be agreed with the relevant service and will take account of operational impacts, existing commitments and affordability. Capital resources will only be reallocated in accordance with the approved capital programme and the Council's financial procedure and virement rules.

6.3 Any project requiring additional expenditure, use of reserves, capital reallocation or an ongoing revenue commitment will be supported by a proportionate business case and progressed through the Council's normal financial and governance approvals. Financial savings, cost avoidance and other benefits will be identified,

baselined and monitored through the programme's Benefits and Value Framework, with appropriate validation and safeguards to avoid double counting within the Medium-Term Financial Strategy.

7. CONSULTEES

7.1. Senior Leadership Team, Cabinet, all Members and all colleagues.

7.2. Over recent months, several activities, requesting colleague views on our organisation as it stands currently, have been undertaken which have included:

- A colleague survey which received over 960 responses;
- Colleague Conferences with 350 attendees;
- An online Colleague Conference with 75 attendees; and
- Responses from 150 inductions and 45 exit interviews

All this information has been analysed and action undertaken:

- The survey results have been shared with staff;
- Colleagues who identified urgent issues have been contacted;
- Feedback concerning Office Working and Accommodation has been shared with the Working Group;
- The Health and Safety Team have been informed of issues raised; and
- The Workforce Development and Training Plan has been updated to reflect feedback received.

7.3. A further staff survey was shared recently, and staff encouraged to feed in their comments. A 'Let's Talk – Colleagues' digital engagement activities will also take place to encourage staff to share their ideas, their energy and enthusiasm for change and regular updates will be provided via the 'Compass' the All-staff newsletter.

8. BACKGROUND PAPERS

8.1. There have been several Committee and Council references to a proposed change programme over recent years, the details of which are tabled in Appendix Seven.

9. AUTHORS

Paul Matthews, Chief Executive

Peter Davies, Deputy Chief Executive

Cath Fallon, Head of Strategic Change, Partnerships and Procurement

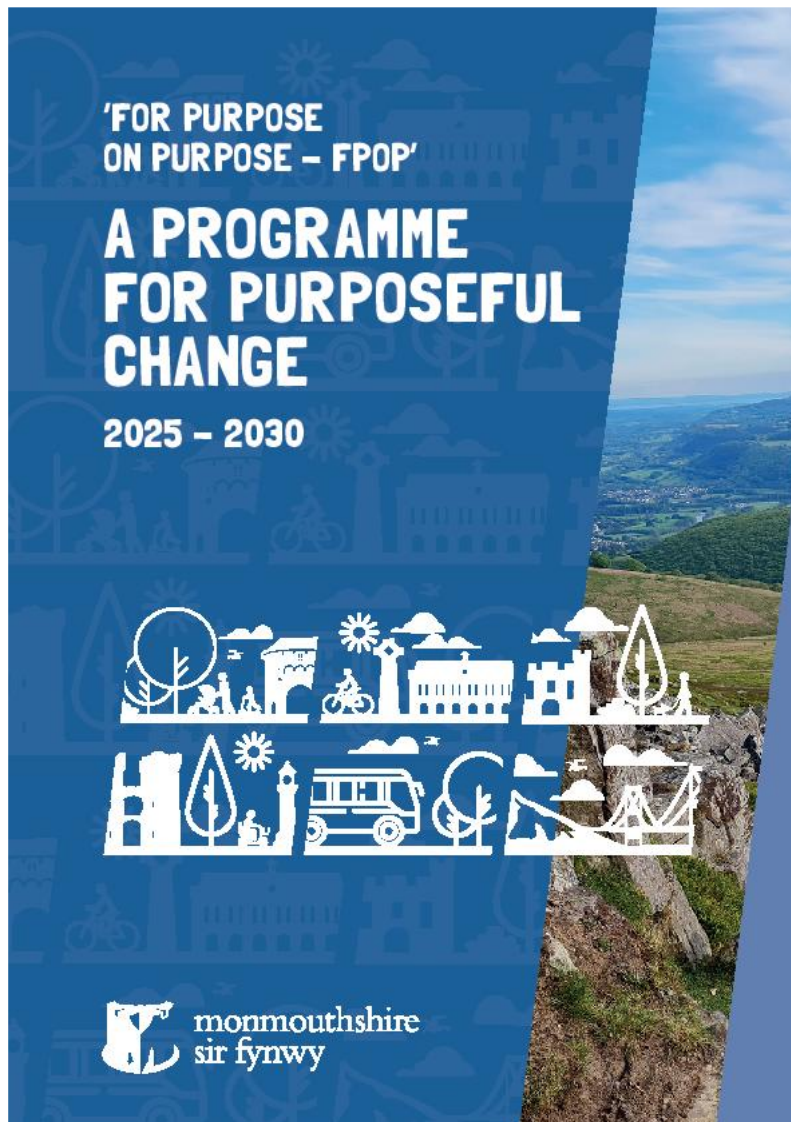
10. CONTACT DETAILS

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Appendix One – FPOP: Programme Framework



Appendix Two – FPOP ‘At a Glance’ for Members



WHAT FPOP MEANS TO MEMBERS:

People – Purpose – Progress



First things first – what is FPOP?

FPOP is Monmouthshire County Council's **organisation wide programme for purposeful change**. It's how we make sure we stay **relevant, trusted and effective** as a council as we head towards 2030.

We are starting with what's strong, not what's wrong. FPOP is about **building on our strengths**, learning as we go, and making our very best ways of working the norm across the organisation.



Why are we doing this now?

The world we work in is changing fast, and local government is feeling it every day. FPOP helps us respond to:

- An ageing population
- Rapid changes in technology and AI
- More diverse and complex community needs
- Climate change, biodiversity loss and nature recovery
- Growing expectations around democracy and engagement
- Tighter budgets and the need to work smarter

Standing still isn't an option. FPOP gives us a clear, shared way to adapt and change – together.

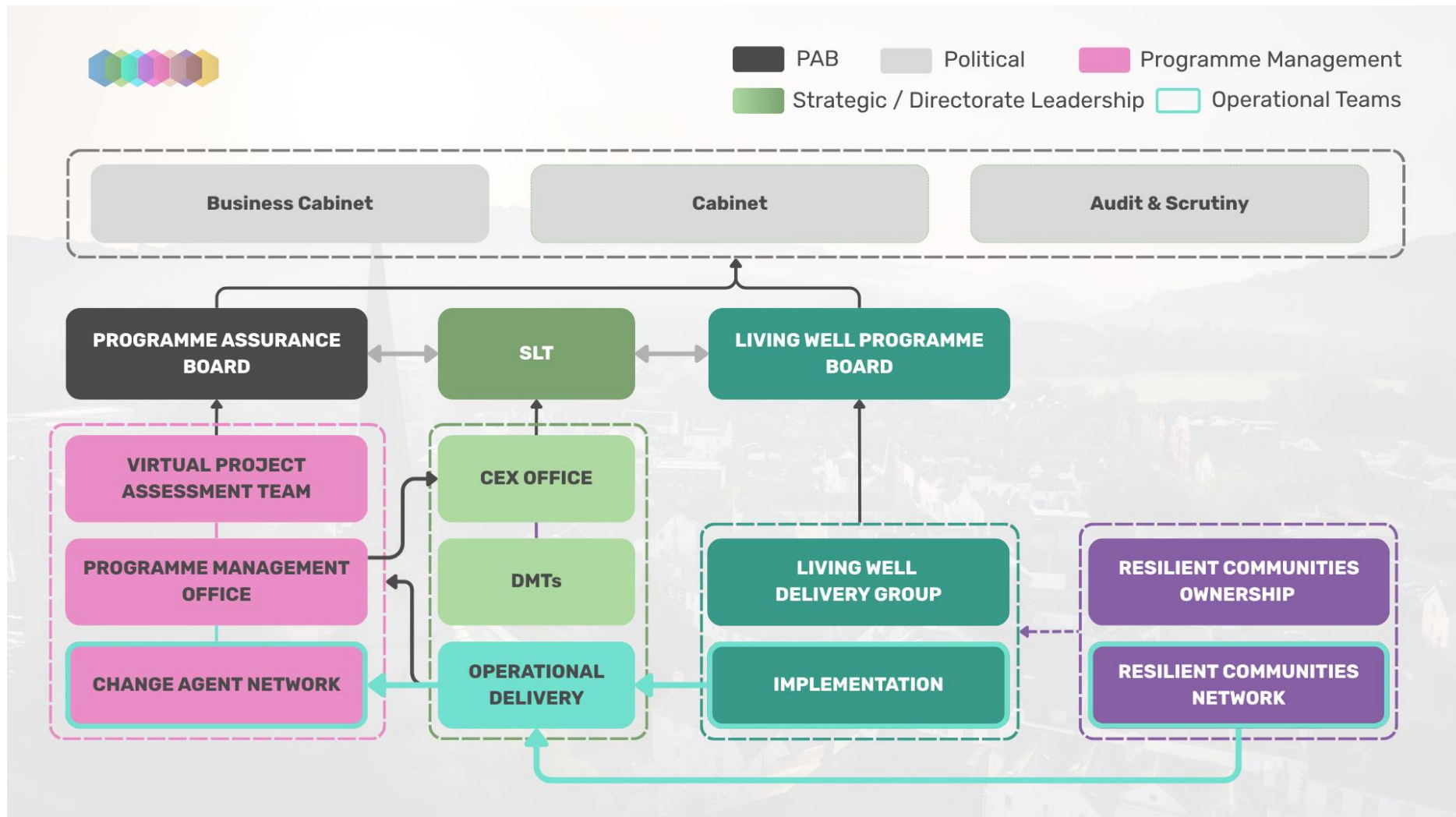
What's different about FPOP?

- It's about purposeful change, not change for the sake of it
- We move from "doing to" or "doing for" residents to "doing with" them
- Decisions are based on evidence, learning and impact
- It's a whole council effort – not a side project for a few people

Our values guide everything we do: teamwork, openness, fairness, flexibility and kindness – towards each other and towards the people we serve.



Appendix Three – FPOP Strategic Fit



Appendix Four – FPOP Existing Change Projects

FPOP Change Activity

Project Name	Brief Description
AI Front Door	Respond to routine resident queries and improve staff productivity
Bench marking for schools	Benchmarking school costs with similar authorities to identify savings.
Connecting Care	Replacing legacy systems with the Mosaic social-care platform across all Gwent authorities.
Decarbonisation of Estate	Cutting carbon emissions across buildings and estate to meet WG net-zero reporting requirements.
Developing a Future Focused Workforce	Embedding a consistent organisation-wide approach to workforce planning. This will include a workforce overview, highlight single points of failure, performance concerns, succession planning and the like. It will also include workforce development elements like placement opportunities.
Development of Mardy Park	Development of Mardy Park Resource Centre into a specialist reablement / rehabilitation centre

Appendix Five – FPOP Pipeline Projects

FPOP Change Pipeline – Projects/Ideas put forward

Proposal Name	Brief Description
AI In Planning	Streamlining and automation of planning processes to reduce refund risk, improve customer communication and release officer time.
AI-Assisted Prisoner Housing Pathway Tool	Develop and test an AI-assisted decision support dashboard designed to improve housing outcomes for people leaving prison in Wales.
Assistive Technology Development	Expand and develop the Assistive Technology (AT) service to increase productivity, efficiency and income generation.
Corporate Data 'Single View'	Improving internal data sharing and accessibility to support front-line decision making.
Developing placements and support for new parents or parents of young children	Developing an in-house model to keep parents and children within their communities and reduce reliance on external providers
Gilwern Outdoor Adventures Centre	A strategic asset requiring a comprehensive review. Issues include the condition of the site, the absence of a long-term management plan and safeguarding constraints.
Information Asset Register (IAR) and Record of Processing Activities (ROPA)	Creating a compliant, up-to-date record of information assets.
Migration of L'schools Data to Hwb	Migrating schools' file systems to structured, modern SharePoint Hwb sites.
Monmouthshire Skills Centre	Developing a state-of-the-art skills centre (or centres) in Monmouthshire, engaging with partners to develop either a core provider or multi-provider model.

Appendix Six – Terms of Reference, FPOP Programme Assurance Board



For Purpose, On Purpose – What it is, how it is governed.

What is FPOP and why is it happening?

FPOP ("For Purpose, On Purpose") is Monmouthshire County Council's whole-organisation programme for purposeful change, designed to help the Council remain relevant, trusted, effective, and financially sustainable into the 2030s and respond to pressures such as demographic change, technology, climate, and changing expectations.

How will change be delivered?

FPOP is supported by the Chief Executive's leadership team and Programme Management Office and underpinned by a governance framework that includes a Programme Assurance Board (PAB) to oversee progress and assurance.

How we keep FPOP on track: the Programme Assurance Board (PAB)

The Programme Assurance Board is the decision-making assurance body for FPOP, providing independent and objective oversight and assurance that the programme is on track, well governed, financially sound, and realising benefits.

The PAB oversees the entire change portfolio and reviews:

- Business cases, funding proposals, gateway stages and decision packs (including those presented via the Virtual Project Assessment Team - a team of internal subject area experts who assess any proposed change projects prior to presentation to the PAB)
- Programme risks, dependencies, interdependencies and mitigations.
- Progress, milestones, benefits, delivery confidence (including validation of RAG ratings)
- Organisational readiness and capacity to deliver change (workforce, digital, data, assets and service teams)

Appendix Seven – References to the Strategic Change Programme

Council and Committee References to the proposed Whole Authority Strategic Change Programme

- 18th July 2024 – Council – MTFS – [Covering report](#) – 3.8(c), 4.3 bullet 4 and 8.2
- 18th July 2024 – Council – MTFS – [Appendix 1](#) – Cabinet member foreword (para 10), Page 9 delivery plan bullet 2; Pages 38-40, Page 51, Page 57
- 7th October 2024 – P&O Scrutiny – MTFP update - [Appendix 1](#) – 10.5, 10.10, 13 (delivery plan table action 1)
- 16th October 2024 – Cabinet – same papers and references as last bullet
- 5th March 2025 – Cabinet – Final budget proposals – [Covering report](#) – 2.6(b), 7.10
- 3rd June 2025 – P&O Scrutiny – Risk Register update – [Covering report](#) – Appendix 1 – page 4 risk 2; page 6 mitigating action
- 25th June 2025 – Cabinet – Strategic Risk assessment – as per references for reports to 3rd June Cabinet
- 15th July 2025 – P&O Scrutiny – Revenue and Capital outturn – [Covering report](#) – 5.5 reference to £350k contribution to reserves to support programme of change
- 15th July 2025 – P&O Scrutiny – MTFP update – [Covering report](#) – 3.29-3.30; 5.2
- 15th July 2025 – P&O Scrutiny – MTFP update – [Appendix 1](#) – 2.16, 11.6-11.12, 14.2 table action 1
- 15th July 2025 – P&O Scrutiny – Self Assessment 24-25 – [MCC Self-Assessment 2024-25](#) – page 54, page 64
- 15th July 2025 – P&O Scrutiny – Enablers Assessment – [Covering report](#) – Page 5, page 21, page 22,
- 16th July 2025 – Cabinet – Revenue and Capital Outturn, MTFP update – as per references in reports to P&O scrutiny on 15th July
- 17th of July 2025 – Let's Talk Colleagues digital engagement session held
- 26th of November 2025 – Digital Cwtch FPOP launch – Digital engagement session with staff and the Chief Executive
- 17th July 2026 – Member's Seminar – For Purpose, On Purpose [FPOP: Purposeful Change](#)
- 10th August 2026 – Member's Seminar – Living Well and Resilient Communities