

13th June 2014**Notice of Meeting:****Economy and Development Select Committee****Thursday, 19th June 2014 at 10.00am
Council Chamber, County Hall, Usk.**

**PLEASE NOTE THAT THERE WILL BE A PRE-MEETING
FOR ECONOMY AND DEVELOPMENT SELECT
COMMITTEE MEMBERS AT 9.30AM.**

AGENDA

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

| Item No | Item |
|---------|---|
| 1. | To note the appointment of County Councillor S. Jones as Chairman of the Economy and Development Select Committee |
| 2. | Appointment of Vice Chairman |
| 3. | Apologies for absence. |
| 4. | Declarations of Interest. |
| 5. | To confirm and sign the minutes of the Economy & Development Select Committee held on 9 th May 2014 (copy attached). |
| 6. | Public Open Forum. |

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|------------|---|
| 7. | To receive a presentation of iCounty and Monmouthshire's Digital Roadmap from the Chief Officer, Regeneration and Culture and the Head of Commercial & People Development, Enterprise (copies attached) |
| 8. | To receive a presentation regarding future broadband infrastructure from the Head of Commercial & People Development, Enterprise. |
| 9. | To scrutinise the Improvement Objective and Outcome Agreement Performance 2013/14 report from the Improvement Officer (copy attached) |
| 10. | <p>Reports from Assistant Head of Finance (copies attached):</p> <ul style="list-style-type: none"> i. To scrutinise the Draft Revenue Budget Outturn Statement 2013/14 ii. To scrutinise the Draft Capital Programme 2013/14 Outturn Statement 2013/14 |
| 11. | <p>Work Programme (copies attached):</p> <ul style="list-style-type: none"> i) Economy & Development Select Work Programme for 2014 – 2015 ii) The Cabinet Forward Work Planner |
| 12. | To discuss timings of future meetings (following discussions held at Council on 15 th May 2014) |
| 13. | <p>Summing up and date and time of the next meeting.</p> <ul style="list-style-type: none"> • Thursday 24th July 2014 at 10am. |

**Paul Matthews,
Chief Executive**

Economy and Development Select Committee

County Councillors:

D.L.S. Dovey
G. Down
D.L. Edwards
R.J.C. Hayward
S. Jones
J.L. Prosser
A.C. Watts
S. White
K. Williams

Aims and Values of Monmouthshire County Council

Building Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Economy and Development Select Committee
held at County Hall, Usk
on Friday 9th May 2014 at 10.00 am**

PRESENT: County Councillor J.L. Prosser (Chairman)

County Councillors: D.L.S Dovey, R.J. C. Hayward, and S. White.

OFFICERS IN ATTENDANCE:

| | |
|----------------|--|
| Ms K. Beirne | - Chief Officer Regeneration and Culture |
| Mr M. Howcroft | - Assistant Head of Finance |
| Miss H. Ilett | - Scrutiny Manager |
| Mrs E. Tapper | - Democratic Services Officer |

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor D.J. Evans, D.L. Edwards and K.G. Williams.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. CONFIRMATION OF MINUTES

We confirmed the minutes of the Economy and Development Select Committee held on 13th March 2014 as an accurate record and they were signed by the Chairman.

It was requested that any actions should be highlighted in bold type.

4. PUBLIC OPEN FORUM

There were no members of the public present.

**5. SCRUTINY OF CAPITAL PROGRAMME 2013/14 MONTH 10 FORECAST
OUTTURN STATEMENT**

We received the Capital Programme 2013/14 Month 10 Forecast Outturn Position Statement from the Assistant Head of Finance compared to the budget for the year for schemes relevant to the Economy and Development Select Committee portfolio.

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We scrutinised the Statement and in so doing the following points were noted:

- The adjusted revised budget for the Committee was £5,303,000, made up of £3,150,000 approved capital expenditure from 2013/14 £2,607,000 slippage from 2012/13 and £325,000 of budget revisions.
- The Council's total revised capital budget at month 10 was £31 143 000.
- Actual expenditure was £5,195,000 (98% of revised budget) at month 10, an increase of 23% from month 8.
- A net over spend of £219,000 is forecast resulting from an over spend of £247,000 on the Abergavenny Regeneration scheme, offset by an under spend of £28,000 on the Brewery Yard development scheme. The under spend on the Brewery Yard Development was attributed to a grant not being taken up by the owner of Oathouse within the deadline.
- It should be noted that Abergavenny Regeneration scheme is also anticipating to over spend in later years as a further £51,000 for legal costs is expected in addition to the compensation sum potentially payable in relation to shooting rights at High House Farm. This was not factored into the original future capital programme. Costs will also be incurred for the provision of vacant possession for Morrisons and in order to conclude negotiations with existing tenants.
- £400 000 was slipped into 2014/15 for remedial works relating to Abergavenny Cattle Market.
- Members queried why the County Hall demolition and remodelling totalling £915 000 appeared as a budget revision in 2013/14 rather than being incorporated into the original capital budget. **The Assistant Head of Finance agreed to clarify the position.**
- Members raised the possibility of creating a specific budget for capital expenditure for community projects in the MTFP. Members expressed concern that a budget did not exist for subsidising land for sale to housing associations and suggested that rather than allocate 100% of capital receipts to 21st Century Schools, 5% be withheld for community projects given that it is difficult to anticipate why and when community projects would arise. We felt that a contingency fund would avoid the need for decisions to be called in and would demonstrate that the Authority was transparent and reactive.

The Chief Officer felt that the budget position should reflect the policy position of the Authority but that this would require a change in Council

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policy. **The Assistant Head of Finance agreed to investigate the feasibility of the Economy and Development formalising the suggestions as a recommendation to full Council.**

- Members queried the need for the replacement of video conferencing facilities totalling £20 000. We were advised that this capital expenditure would reduce officer and member travel expenses given the expansion of video conferencing and the roll out of Office 365.
- In response to a Member request the Assistant Head of Finance expressed confidence that the capital programme would come in on budget at year end given that underspends in other service areas could be utilised to compensate for legal challenges when they arose.

We resolved to note the Capital Programme 2013/14 Month 10 Forecast Outturn Statement.

6. REVIEW OF THE OUTCOMES OF THE WORK OF THE ECONOMY & DEVELOPMENT SELECT COMMITTEE

We received an overview of the activities of the Economy and Development Select Committee for the period May 2013 – 14 from the Scrutiny Manager. The overview was presented in the form of an annual report. We heard that Wales Audit Office would utilise the content of the report to provide an opinion on the Committee's self - evaluation.

The Committee was asked to consider whether the contents of the annual report were appropriate and to use the report to formulate its work programme for 2014/15.

During consideration of the annual report the following issues were raised and or noted:

- Economy and Development was the only Select Committee that did not agree with all Capital and Revenue Proposals for 2014 – 15 to 2017 – 18 scrutinised. The Committee was instrumental in influencing and changing the proposed business case for amalgamating Tourist Information Centres and Museums in the four major towns.
We welcomed that this piece of work had been entered into the Scrutiny Awards.
The Committee requested that the amended business plans for TICs and Museums be received by Committee for further scrutiny.
- **The Committee agreed to include pre – decision scrutiny of the draft business plan for Caldicot Castle and Old Station Tintern into their forward work programme.**

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- Concern was expressed regarding the impact and timing of budget proposals on town and community councils' ability to make informed decisions. It was felt that as the Council wished to work more fruitfully with town and community councils, it was essential for the Authority to provide them with more timely and accurate information. The failure of the Authority to provide Monmouth Town Council with an SLA relating to Monmouth public conveniences, within 3 years and following 16 - 17 letters from the Town Council was cited as an example of the need to improve. The need for a clear audit trail was also emphasised.
- **The Committee requested that significant progress is made regarding the Car Parking Review in order to accurately reflect the impact of the consultant's report in the budget setting process.** The Chief Officer Regeneration and Culture felt that the Authority should drive the consultants and expressed concern that Whole Place initiatives could be disadvantaged by unresolved car parking issues.
- Members felt that attendance by relevant outside agencies had made a valuable contribution to the work of the Select Committee.

We resolved that:

1. the content of the annual report was appropriate subject to the addition of the following to "On – going Scrutiny/Unresolved items"
 - The impact of austerity measures.
 - Review of SRS, to include strategic, financial and operational matters.
2. The annual report be utilised to formulate the work programme.

7. WORK PROGRAMME 2014/15

We received the Economy and Development Select Committee Work Programme for 2014 – 15. The Committee acknowledged that its work programme should be clearly defined, outcome based and inform Council policy. We noted its contents and agreed the following:

- **To receive a closure paper regarding the amended business plan for Museums and TICS**
- **To receive 6 monthly progress reports relating to the on - going scrutiny of tourism matters**
- **To monitor the business plan for Leisure Services on an annual basis.**

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- To undertake further scrutiny of the Car Parking Review as soon as is feasible.
- To scrutinise the business plan for Caldicot Castle and Country Park. Following this the Committee will decide when and if to review the item. We noted that a performance report was being prepared and would be presented to Committee in due course.
- To annually review the business plan for CMC²
- To undertake in depth scrutiny of the strategic, operational and financial arrangements of SRS
- To remove the Annual Directors Performance Report on Regeneration from the Committee Work Programme and refer to Strong Communities Select Committee.
- To remove scrutiny of the Customer Charter for Development Control from the work programme.
- To scrutinise the Authority's response to austerity measures to include the impact of new supermarkets in the County and the response from the Chambers of Commerce.
- To review the impact of major events to be held in the Authority and how they are being handled. The Committee requested that this should include an appraisal of the financial impact, income versus expenditure, on the Authority.
- To receive a report regarding Monmouthshire's role in the Cardiff Capital Region and how the Authority can and should influence regional and national transport links. Report anticipated for September 2014.
- The Committee resolved that the Scrutiny Manager would create a draft work programme for the Economy and Development Select Committee 2014/15.

8. MINUTES OF COORDINATING BOARD 4TH MARCH 2014

We noted the minutes of the meeting of the Coordinating Board of 4th March 2014.

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Members expressed concern that Coordinating Board had lost its originally intended business management role and had evolved into a “talking shop”. The Chairman informed the Committee that he had reviewed the terms of reference of the board and that these had not changed.

The Economy and Development Select Committee resolved to recommend that the Democratic Services Committee review the function and terms of reference of the Coordinating Board.

9. DATE AND TIME OF NEXT MEETING

We noted that the next meeting of Economy and Development Select Committee would be held on Thursday 19th June 2014 at 10am.

The Chairman expressed thanks to the Chief Officer Regeneration and Culture, the Scrutiny Manager and Committee members for their support during the year. The Committee and Scrutiny Manager reciprocated thanks to the Chairman.

The meeting closed at 11:33

iCounty & Digital Roadmap



monmouthshire
sir fynwy

Foreword

I am thrilled to introduce to you the next stage in the evolution of Monmouthshire's digital journey – iCounty and the Digital Roadmap. Together, they represent a framework that will enable the county to assert its role as a digital leader, reinforcing our commitment to delivering next generation infrastructure, connected communities and a highly skilled workforce.

For us, technology is synonymous with innovation and enterprise, both in terms of our desire within the Council to grow an enterprise culture that enables greater efficiency and effectiveness; and, in our external focus to accelerate business growth, entrepreneurship and job creation. We see a unique opportunity to deliver contemporary infrastructure that genuinely embraces open government, data-led decision making and better customer insight. This will provide the foundations to enable us to cross the digital divide that exists within some communities, accelerating economic growth and making our county vibrant, livable and investable.

We know that Monmouthshire's social capital is strong and we want to unlock the potential that exists to work with communities, residents and businesses to develop creative solutions to some of our biggest collective challenges. The Digital Roadmap is an engagement tool between the Council and community and will enable us to work together to utilize and optimize technology as a key means of building sustainable and resilient communities in which businesses thrive and people are engaged, empowered and enterprising. Technology can help us take advantage of everything our spectacular county has to offer now and in the future. Our Digital Roadmap is therefore a starting point for a conversation and we invite you to submit ideas, observations and improvements at www.monmouthshire.gov.uk/digitalroadmap.

I look forward to connecting with you.

Cllr Bob Greenland

Deputy Leader and Cabinet Member for Innovation and Enterprise

iCounty

Introduction

Monmouthshire's Single Integrated Plan has at its heart, a vision to 'build sustainable and resilient communities'. In making its contribution to delivering this county-wide goal, Monmouthshire County Council is learning to lean in to communities in order to better understand 'what matters?' – local needs and priorities and, 'what exists?' – local ideas, talents, assets and opportunities.

Such insights are enabling us to develop more purposeful and sustainable ways of designing and delivering services in partnership with local people. Monmouthshire may be the lowest funded Council in Wales per head of population, but it is rich in social capital and we want to encourage civic innovation.

Increasingly central to this process of opening up our Council and delivering more radical forms of efficiency and effectiveness is the significant role and contribution of technology. A unique opportunity exists to fundamentally re-purpose services, places and relationships through clever and custom-designed technology.

We live in the age of ubiquitous technology that every minute, races ahead with new products, methods and capabilities. In addition, our dependency as a society on technology is increasing and we need to grow the talent that will enable us to fulfill this demand. For our Council, technology is therefore, much more than just a necessary component of achieving the 'direct service' part of our mission. Technology, deployed intelligently and strategically, can help us increase operational efficiency; extend our reach to achieve more meaningful community engagement; make smarter decisions; see problems before they occur; clearly measure our impact; and, provide the platform for the development of vibrant and connected communities wherein the relevance of technology is recognised and optimised by and for all.

Moving from a traditional 'provider-led' model of public service to becoming more hands-off pragmatic enablers, needs leading-edge technology that can transform our organization and better inform and empower our customers. Combining 'next generation' infrastructure with opportunities to build connected and capable communities that grow the potential to develop solutions to problems is the core focus of our strategy.

iCounty sets out our ambitious aims for technology development in the long-term. Whilst priorities and specific deliverables may change over time, this strategy provides our Digital Roadmap with a long-term vision and focus to help us achieve greater impact for our place, people and future. The initiatives in the Digital Roadmap chart a course to realising Monmouthshire's potential as a space in which technology is a driver for inclusion, business growth, engagement and opportunity for all.

Key pillars

iCounty is a public-private strategy. It provides a direction of travel for Monmouthshire in relation to its digital ambitions and a platform from which we can identify the partners and entities which are best placed to play their part in delivering our various priorities. As well as recognising the need to focus on today's issues and priorities, iCounty is about future-gazing and imagining the evolution of our county ten years' hence and creating a set of guiding principles that will stand the test of time. With high levels of growth in our knowledge-based and creative industry sectors, there is a unique opportunity to become the UK-hub for digital development and inclusion. iCounty clearly resonates with the Council's three priorities of investing in education, protecting the vulnerable and promoting economic growth and job creation, and is explicitly built around three key pillars:

- 1. Improving internal systems, data delivery and infrastructure** in order to continually reinvent the services that matter most to our communities and demonstrate the path we're on to becoming an open, nimble and effective Council.
- 2. Digitally enabled, inclusive and connected communities** that recognise the increasing relevance of technology and work with the Council to solve problems in order to improve quality of life, position people for jobs of the future and stimulate participation in public life.
- 3. Creating products and commercial assets** to realise potential commercial product offerings and support the expansion and creation of local digital clusters.

Vision

To become one of the UK's most inspiring spaces for digital advancement; an icounty characterized by a growing digital economy, a smarter public service and a stronger and more networked society.

The accompanying Digital Roadmap acts as a progress planner and record and highlights the initiatives, projects and activities – linked to the above three core pillars – that will enable Monmouthshire to realise its vision. Some of the activities and projects are foundational in that they provide for the essential infrastructure needed to support growth and new opportunity. Others will mean going back to basics and looking closely at all current services and capacity to ensure they are fit for the future. As we make progress, we will see that increasingly, activity will be growth focused and targeted at exploiting enterprise opportunities. By committing to the Digital Roadmap, we will be able to:

- Reclaim control of internal ICT services and provision through building products around our user needs that are of the highest quality
- Build software development capability that sets a new standard for public services
- Achieve sustainable efficiencies through savings on license fees and 'upgrade' costs
- Create new recurring revenue streams from products we create that might have relevance in the wider public service sphere
- Automate all manual and repetitive tasks, enabling our workforce to work in 'real-time'
- Make informed decisions based on accurate and up-to-the-minute joined-up datasets
- Understand and prepare for what the future holds around predictive technology
- Provide engaging and personalized experiences to the public
- Grow the local creative and technology sector, preparing and positioning our communities for jobs of the future
- Accelerate an enterprise culture, enhance quality of life and provide increased digital access and skills
- Grow a Science, Technology, Engineering and Mathematics (STEM) workforce and encourage communities to develop digital solutions to some of our most pressing challenges.

Fulfilling our potential

We live in the age of the digital society. Current, but already out-of-date estimates, suggest that more than 1 billion people are on Facebook; somewhere in the region of 400 million tweets are sent every day; social media is the number one activity on the web; every two seconds someone joins LinkedIn and children under the age of two have 'digital shadows'. Engagement with digital technology isn't just the preserve of younger generations either – grandparents are now the fastest growing demographic on Twitter. Social networking has proven to be the biggest shift since the Industrial Revolution. In four US states the Google self-drive car is already licensed and has traveled over 500,000 miles without accident and Amazon Prime Air is set to further revolutionise the way we shop.

The power of technology is such that we no longer have to find products and services – they find us. Technology is an enabler, a tool that helps whole societies, cultures and individuals to realise potential. It enables us to work together, be efficient and effective, interact with data and new products, engage meaningfully and in real-time and unlock opportunity – wherever it exists – to optimise quality of life outcomes. In Monmouthshire, we need to use technology to connect, adapt, be as productive as possible and make our space livable and investable.

Technology increasingly enables residents, businesses, the Council and other organizations, groups and services, to take advantage of everything our county has to offer – Your County, Your Way.

Monmouthshire's economy is built predominantly on Small to Medium-sized Enterprises, representing the key sectors of Tourism, Agriculture, Food and Recreation. Technology – as well as an emerging growth sector in its own right – can help heighten the relevance of these traditional industries and sectors. Our strong and active civic society is testament to the growing impetus around social innovation, however, more than 50% of our population lives in communities fewer in number than 2,500. Essential infrastructure that allows residents to access the Internet not only generates higher levels of facilitates higher degrees of interaction and inclusion, it can help grow the knowledge and skills needed in current and future employment markets.

A smart population supports growth of a skilled workforce, which creates opportunities for inward investment, and indigenous growth. Our environment and unique cultural heritage attracts many hundreds of thousands of visitors – but mainly from within the UK. MonmouthpediA – the world's first 'wiki-town' has given us a taste of what happens when technology opens up our space and word of mouth goes global.

We know from experience, that when the Council applies technology to its operations and services, we enhance our core value-base through maximising openness, a sense of teamwork, co-operation and flexibility. Through key technological developments we are able to improve business processes, reduce operating costs, drive up the potential for income generation and understand our residents better, providing them with the tools to engage their networks; personalize their experience and enjoy the systems and services that respond to their needs.

Understanding, why?

The Digital Roadmap sets out what we are going to do in and how we are going to do it. iCounty focuses primarily on conveying WHY we have embarked upon this approach and starts to provide a flavor of some of the key delivery themes:

- To become a high performing organization. This will involve:
 - Reducing dependency on legacy and proprietorial systems
 - Creating world-class internal development capacity
 - Building common technology platforms
 - Strategically aligning IT investments through consolidation, standardization and simplification

- To produce new insights and intelligence from near or real-time 'open data' for key services to perform better as a result of:
 - The ability to make evidence based decisions
 - Automating slow and repetitive processes
 - Improving monitoring and control through on-demand reporting
 - Consolidating digital content platforms
- To promote and invest in the local talent pool. This will require:
 - Growing a local STEM network
 - Increasing take-up of computer science related courses and training
 - Focusing economic development strategies on the potential for growth in the digital and creative industries sectors
- To increase public engagement and social networks to create more opportunities for digital inclusion and working together, by:
 - Providing greater access to digital utilities
 - Encouraging digital inclusion through maximizing use of facilities and services in public outlets and working with partners like local Credit Unions and Housing Associations to make available older equipment at significantly discounted rates
 - Promoting council openness through citizen access to useable information and enabling residents to submit their ideas, requests and concerns
- To expand local infrastructure capacity for public services and underserved members of the public and enterprise community. This will include:
 - Making available broadband for all and free Council sponsored wi-fi zones
 - Building new cloud models for enterprise and government
 - Promoting technology-rich learning in all our schools and learning zones and embedding within our 21st Century Schools' Programme
 - Rolling-out Bring Your Own Device
- To build products for our own use that have the potential for commercial growth
 - Maximizing the potential for income generation
 - Demonstrating and exemplifying the future of digital public services
 - Illustrating that custom-built products can be more cost-efficient and deliver better customer outcomes

Digital Roadmap

Key properties and themes

The themes identified in the Roadmap are closely inter-connected and a sequence has been determined based on the need to build the essential foundations ahead of growth and advancement. Commercialization and productisation are seen as bi-products of strong foundations, sustainable growth and a desire to firstly and fundamentally, improve digital leadership in public services. Many of the programmes, projects and activities in the Digital Roadmap activities are captured within the key priorities and themes below:

1. Improving internal systems, data and infrastructure

In order to provide our communities and County with leading-edge digital services and to create game-changing products, it is vital that modern infrastructure and systems are in place that, enable the Council and its agile workforce to deliver the iCounty vision. This will include:

- Launching the Digital Roadmap concept

The digital roadmap is the 'live' action plan that accompanies the strategy. To be successful, the Roadmap, its goals, activity and operations, need to be distilled across the organization and its network. As investment is required or re-prioritised, governance will become critical and a robust but straightforward approach needs to be taken to supporting the Roadmap activities.

- Developing effective systems and infrastructure

Across the organization, we have examples of expensive legacy systems, duplication of business logic and disparate data models. This collectively can lead to data loss, inefficiency, manual effort and above all, high maintenance and support costs. Reviewing this history will enable us to reduce costs, make more intelligent use of data and provide greater insights across service areas.

- Reducing reliance on costly legacy systems

Conventional practice within the public sector often sees technology largely purchased from established software vendors. This has resulted in cases where expensive systems are made even more costly by license fees and upgrades. This often deems systems unfit for purpose and impossible to upgrade without incurring additional outlay. We want to explore the opportunity to become more self-sufficient, through reinvesting some of the costs associated with such contracts, in building our own bespoke software solutions.

- Reviewing Shared Resource Services (SRS)

In conjunction with partners Torfaen CBC and Gwent Police we are currently midway through

a strategic review of SRS. This is focused on three major areas: re-defining our ‘core service needs’; re-purposing governance structures and testing the business model in order to demonstrate clear Returns on Investment. We fully expect the review of SRS to build on the themes highlighted in this strategy and clearly identify the contribution of SRS in delivering the relevant services, projects and core activities set out in the Roadmap.

- Open Government

We are working to become more efficient and effective across service areas by aiming to gather, publish and evaluate data to improve our processes, services and decision-making. Ensuring our decisions are evidence-based will help us reduce costs and importantly, offer the kinds of services our communities actually want to receive. We will continually aim to use technology to optimise our relationship to residents and provide services in a more relevant, viable and timely way.

2. Digitally enabled and inclusive smart communities

As a vehicle for delivery, the Digital Roadmap is a community-focused tool that seeks to deliver real benefits and quality of life improvements to local people. We want to design engaging digital services that enable outstanding customer care and empower people to get the most out of their interactions with the Council and their communities.

- Increasing community engagement

Digital exclusion exists in Monmouthshire. Access to universal broadband is restricted and whilst this might be part-addressed through the roll-out of Superfast Cymru and options exist to connect smaller rural communities that are currently ‘off the radar’ – opportunities exist to encourage local people to utilise digital mechanisms to enable ‘self-service’. We will work with our communities to provide support and where appropriate investment, to make it as easy as possible to perform key tasks and obtain information.

- Providing effective near/real-time open data

An essential function of our Council is to provide the public, regulators and policy-makers with relevant and timely information. Currently a significant amount of time and resource goes into making data available – yet this is not optimized. The Roadmap sets an objective to provide a new ‘linked’ platform that can extract information from multiple data sources. This will enable the construction of tool that could provide real or near real-time data to our public enabling developers to make use of our data to solve problem and potentially create new income opportunities.

- Promoting computer science and coding

It is well documented that there is a global and local shortage of computer coders with which to sustain the ever-growing demand. In order to tackle this issue, we want to go back to grass-roots and to teach children to code from a young age and work progressively with them through the education system and beyond. We are aiming to create models and initiatives that could be adopted nationally and to begin implementation of the thought-leading ideas identified in the national ICT Report for Welsh Government.

- Engagement with local industry

Investing in local talent can help future-proof local industry. However without an eco-system of creative-sector businesses; digital specialists will have no option but to find work outside of our county. We want to make best use of the local skills that exist to help foster new and innovative start-ups. It is a key principle of the Roadmap that we utilise local talent to deliver aims, in order to create the kinds of local networks that grow and prosper.

- Contribution of CMC2

As our own company, CMC2 has an integral role to play in contributing to delivery of iCounty. CMC2 is building its competency in software development, creating new customized packages and working with services to develop solutions to specific challenges. Technology plays a key role in helping re-purpose and future-proof public services and CMC2 is growing its development function in order to fulfill the demand for specialist strategic advice and best practice support. In addition, closer links are being forged with communities and businesses in order to understand how technology can increase our economic competitiveness and community resilience.

3. Creating products and commercial assets

There are significant opportunities to exploit the potential for new products that generate recurring revenue streams. Given the potential for CMC2 to play a significant role in developing products that enable service and system redesign, there is an opportunity to create products that solve critical internal problems, which could then be sold on to other organisations.

- Developing commercial products

We will aim to solve problems within the organisation with custom-built software. If these prove successful, there will be opportunities to onward sell them via CMC2, should conditions allow. In addition to reducing reliance on costly proprietary software, we can build new

revenue streams and a new type of development capability.

- Launching start-up incubators

It may be beneficial in some cases to use existing products developed by local businesses. There are opportunities to work with small start-ups to support development of ideas and product prototypes. We will aim to establish a start-up incubator, that will seek to spawn a new generation of successful products and businesses. One model might be to provide coaching, mentoring and investment in exchange for equity shares in new products, systems and services. Such a 'Future Public Services' digital development zone could establish our profile as a creative hub in the region.

- Addressing the growing skills gap

Coupled with the 'grass-roots plan' for tackling computer science skills, we must also support existing businesses to improve their skills and provide the appropriate resources and training schemes, to allow them to compete successfully in the global marketplace. We will aim to provide specific developmental support to enable delivery of increased Return on Investment for local industry. Tech meetings, hack-days, training funds and mentoring are just a few of the options we will consider to address the skills gap.

Making Good Decisions

The current ICT Programme Board is set to be refreshed to enable a robust governance structure that empowers and liberates the enablers, animators and deliverers of iCounty. The board will be responsible for strategic oversight of the Strategy and Digital Roadmap and in a highly disciplined but light-touch way, will:

- Ensure the appropriate linkages across the three strands of iCounty
- Oversee the resourcing of key programmes that underpin the strategy and mobilizing the talent both within and outside of the organization to help deliver them
- Connect and align other partnerships boards and groups – SRS, EAS, CMC2 and community based initiatives
- Develop effective policies and frameworks that enable the strategy to flourish and continually grow its effectiveness
- Identify gaps in the market and exploit them through innovation and enterprise
- Connect strategic direction with operational development and capacity
- Monitor, manage and mitigate risk and feedback loops so that failure is embraced as a learning tool

It is proposed that Members of the Programme Board will comprise the relevant cabinet members, alongside the Chief Officer, service head, finance manager and SRS and CMC2 colleagues as well as external experts and other interested parties who can be co-opted as required.

Measures and markers of success

To ensure the County benefits from opportunities for involvement, information and inclusion through technology, we will work with the enterprise community, other public service partners, the community sector and residents to implement the activities and projects set out within the Digital Roadmap. While some of partnerships will require greater time and investment, the opportunity to achieve scale and build critical mass means a greater payoff.

The following Performance Measures, set out by area of impact, will be used to track and evaluate the success of iCounty over time.

1. EFFICIENCY AND EFFECTIVENESS

- % cost savings – business efficiency achieved
- % Increased revenue generation
- % of internal systems re-built & redesigned
- Estimate of net value added

2. SERVICES

- Numbers of council produced data-sets and tools available to public
- Number of council related apps produced and available
- Increase in customer satisfaction
- Increase in response times for digitally reported issues
- % increase in use of digital services
- Number of issues resolved using social media

3. ENGAGEMENT

- No of open data-sets available for public use
- No of residents using web based services
- Level of social media interaction
- % increase in web hits
- Number of county-based digital partnerships and schemes

4. ACCESS

- No of free public wi-fi hotspots
- No and use of free agile working centres
- No of residents using free Council-provided wi-fi
- Community broadband schemes complete
- % of residents with internet at home/ business
- average county-wide broadband speed
- No of residents with access to technology
- Number of students with access to technology at school
- No of students involved in STEM

5. SKILLS AND JOBS

- No of residents receiving formal digital training
- No of residents using a PC or mobile device at home
- No of social media accounts in the county
- Number of tweets sent from accounts in the county
- Average salary level
- % growth in creative and knowledge based sectors
- Level of overall economic resilience

Conclusion

'In a virtual world of infinite abundance, only creativity could be in short supply' Jaron Lanier, *Who Owns the Future?* 2013

iCounty focuses on creating the conditions for Monmouthshire to maximize the contribution of technology to delivering sustainable and resilient communities. Technology has limitless capabilities and whilst investment, resources and infrastructure are all critical in building Monmouthshire's future as an iCounty – what Monmouthshire can offer technology is arguably of greater significance. As a county rich in ideas, skills, assets and social capital, unique potential exists to create something special. Empowering people to work together, access data and information, pursue new opportunities and ways of working and make great things happen will help ensure Monmouthshire becomes more connected, networked, innovative and genuinely community-led. As a relatively small community, we have an opportunity to demonstrate why speed and agility should be favoured over size and scale. As a contemporary Council, we have an opportunity to show that technology can achieve horizontal networks that empower people and supersede conventional networks and hierarchy. As an creative County, we have an opportunity to constantly accelerate social, economic and environmental progress driven by rapid technological advancement.

iCounty cannot be a strategy that sits on a shelf – it must be live, dynamic and embody its values. To make it so, we need your input. How can you use your ideas, talents and resources to enable Monmouthshire to become an iCounty? Whether you are a STEM professional, technology entrepreneur, gaming addict, an 8 year old 'born digital' or simply have an insatiable hunger for technology and how it could build a better Monmouthshire, then we need to hear from you. iCounty is the start of our conversation with you about a shared digital future and we want to hear all contributions, ideas and suggestions no matter how big or small at www.monmouthshire.gov.uk/digitalroadmap. Our work to date has taught us that the power of digital to catalyze progress is limited only by the power of the human mind. So we need lots of minds - and hearts too - because we want an iCounty as spectacular and awe-inspiring as its backdrop.



monmouthshire
sir fynwy

| Launch the digital roadmap concept and model | Develop effective infrastructure and systems | Automate manual businesses processes and workflows | Increase engagement across culture, tourism and the arts | Provide seamless access to real-time open data feeds | Promote coding and computer science | Engage with and support the tech industry | Develop commercial services and products | Doing | Done |
|--|--|--|--|--|---|---|---|---|--|
| <p>Create a governance framework to manage the roadmap</p> <p>Launch a campaign to increase broadband adoption</p> <p>Launch the roadmap concept in the media</p> <p>Plan of engagement to involve the public in the roadmap</p> <p>Create PIDs for the three main strands of work - engagement, commercial, and coding for young learners</p> <p>Obtain departmental support and alignment with on-going and planned activities</p> | <p>Increase access to free Wi-Fi in public places</p> <p>Connect people with broadband in greater need through funded initiatives</p> <p>Introduce greater broadband choice</p> <p>Undertake a technology audit to identify the hardware and systems in use</p> <p>Introduce a software selection process to encourage using the right tools for the job</p> <p>Create a single content management platform</p> <p>Transition to cloud hosting and an asset host</p> | <p>Undertake an audit to identify processes that can be automated</p> <p>Develop systems to manage reporting of performance data</p> <p>Implement a digital project management solution</p> <p>Implement a digital work management solution</p> <p>Build data collection service</p> <p>Setup mission control dashboard</p> <p>Setup education dashboard</p> <p>Build performance web app</p> <p>Develop a single payment platform for each service area</p> | <p>Develop a subscription based streaming media service for libraries</p> <p>Digitise museum collections</p> <p>Re-design the MCC website to increase usability and impact as a digital showcase</p> <p>Create a social media presence and provide news and commentary</p> | <p>Develop an open data platform based on APIs</p> <p>Provide an API allowing access to a public dataset</p> <p>Develop an app using open data</p> <p>Create a developer community portal</p> <p>Develop an app with a third-party using open data</p> | <p>Run regular hack day events</p> <p>Launch a tech talk series</p> <p>Provision Raspberry Pis across schools</p> <p>Develop a coding challenges web app</p> <p>Create a software academy for aspiring developers</p> <p>Lead the adoption of the recommendations outlined in the MG ICT report</p> | <p>Launch a tech incubator to grow small businesses</p> <p>Appoint sponsors to support digital development</p> <p>Attract more engineering teams and talent to the area</p> <p>Support technology startup infrastructure needs</p> <p>Support businesses through digital resources and toolkits</p> <p>Promote the digital sector through events and awards</p> <p>Address skill gaps providing training programmes</p> | <p>Develop a work management system (scheduling, tracking, reporting and projects)</p> <p>Develop a syndicated user ID service</p> <p>Develop an online learning platform</p> <p>Develop a schools MIS to disrupt Capita stranglehold</p> <p>Develop a Wales cloud service</p> <p>Develop big data reporting services</p> <p>Develop an event management system</p> <p>Develop a streaming media service</p> <p>Develop a streaming media service</p> | <p>Setup a software development team</p> <p>Find effective delivery partners to support digital development</p> <p>Create an approved list of suppliers to create competition</p> <p>Create toolkits for startups and small to medium enterprises</p> <p>Launch regular coding sessions for schools</p> <p>Create leisure dashboard</p> | <p>Setup a technology strategy board (TSB) to steer technology requests</p> <p>Review existing digital or technology groups to avoid duplication of effort</p> <p>Develop a case management prototype for Children and Adult Services</p> <p>Firm up digital strategy, vision and objectives</p> <p>Develop a British Cycling online presence</p> <p>Confirm the group members take the roadmap forward</p> <p>Develop a book of freelancers to scale up/down quickly</p> <p>Sign-up as the Welsh centre for the YRS festival of code</p> <p>Create a technology framework to provide a more consistent approach</p> |

| | | | | | | | | |
|--|--|--|--|--|--|--|---|--|
| | | Adopt or develop an integrated CRM product | | | | | <p>Develop a white labelled object/collections portal</p> <p>Develop a mobile payment gateway</p> <p>Develop a platform as a service solution</p> <p>Develop a coaching app (based on the RESULT concept)</p> <p>Develop a secure file transfer client</p> <p>Marketing and advertisement platform</p> <p>Develop a database-driven app for homeless services</p> | Audio dictation for social care services |
|--|--|--|--|--|--|--|---|--|

SUBJECT: Improvement Objective and Outcome Agreement Performance
2013/14

MEETING: Economy & Development Select Committee

DATE: Thursday 19th June 2014

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present to members performance against:
- 1.2 Improvement Objective 3 “We will help to regenerate our towns and assist in creating employment opportunities within the county” (Annex 1)
- 1.3 Improvement Objective 5 “We want to remain an efficient and effective organisation” (Annex 2)
- 1.4 Outcome agreement theme 3 “Poverty and material deprivation”(Annex 3)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance reports to assess progress and performance against the objectives.
- 2.2 That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.
- 2.3 That members confirm the evaluation scores based on the evidence provided.

3. KEY ISSUES

- 3.1 The Outcome Agreement and Improvement Objectives have a different focus:
 - Improvement Objectives are set annually by the Council to deliver its priorities which are mainly focussed on the year ahead.
 - The Outcome Agreement is agreed with Welsh Government over three years to demonstrate delivery of the Council’s contribution to the Wales Programme for Government outcomes.
- 3.3 The focus of both plans is to deliver their respective outcomes which in some cases are shared however performance against these is assessed separately. Improvement Objectives will form part of a wider evaluation of the Council’s performance in the Improvement Plan that will be presented to Council in October 2014. The Outcome Agreement will be submitted to Welsh Government to determine if the Council achieves 100% funding, c£800k, for the year.
- 3.4 The Improvement Objective is scored based on the Council’s Self-evaluation framework and the Outcome Agreement based on Welsh Government Criteria. The scoring frameworks are:

| Improvement Objective Scoring Framework: | | |
|---|-------------------|---|
| Level | Definition | Description |
| Level 6 | Excellent | Excellent or outstanding |
| Level 5 | Very Good | Major strengths |
| Level 4 | Good | Important strengths with some areas for improvement |
| Level 3 | Adequate | Strengths just outweigh weakness |
| Level 2 | Weak | Important weaknesses |
| Level 1 | Unsatisfactory | Major weakness |

| Outcome Agreement Scoring Framework: | |
|---|---------------------|
| Definition | Points award |
| Fully Successful | 2 |
| Partially Successful | 1 |
| Unsuccessful | 0 |
| To achieve 100% funding for the Outcome Agreement we must achieve at least 8 points from a possible 10 from the 5 themes. | |

3.6 The respective scores are:

Improvement Objective 3 has been scored as: Level 3 - Adequate

Improvement Objective 5 has been scored as: Level 4 – good important strengths with some areas for improvement

3.7 Outcome agreement theme 3 has been scored as: Partially Successful – 1 point.

To enable members to understand the Outcome Agreement being scrutinised today in the context of the wider agreement a breakdown of the initial assessed scores is provided in the table below and these will be reported to the responsible Select Committee.

| Theme | Anticipated Score 2013/14 |
|---|--|
| Theme 1: Improving school attainment | Partially Successful – 1 point |
| Theme 2: Ensuring people receive the help they need to live fulfilled lives | Fully Successful - 2 points |
| Theme 3: Poverty and material deprivation | Partially Successful – 1 point |
| Theme 4 “Living within environmental limits and acting on climate change” | Fully Successful - 2 points |
| Theme 5: Improving early years’ experiences | Fully Successful - 2 points |
| Total | Fully Successful - 8 points out of 10 |

3.8 This indicates the Council would receive 100% of the funding, however all scorings across all five themes are subject to the approval of Welsh Government. This may also include using a percentage of the grant to support any statutory recommendations made to Welsh Ministers concerning the corporate governance arrangements of the Authority by the Auditor General for Wales, should such a recommendation be made.

3.9 Members should be aware that not all performance information has been subject to audit and therefore may change before it is finally published.

4. REASONS:

- 4.1 To ensure that members have an understanding of performance and are able to hold officers and the executive to account.
- 4.2 To maximise the revenue funding achieved as part of the Outcome Agreement 2013-16 with Welsh Government.

5. AUTHOR:

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| ANNEX 1 - MCC Improvement Objective 3: We will help to regenerate our towns and assist in creating employment opportunities within the county. | |
| Single Integrated Plan Outcome: Business and Enterprise | |
| Council Priority: Supporting enterprise, entrepreneurship and job creation | Population Outcome: People in Monmouthshire benefit from an economy which is prosperous and supports enterprise and sustainable growth |
| What did we want to achieve | |
| Continue to support new and existing businesses, inward investment and progress our work to support the regeneration of our towns | |
| What the Single Integrated Plan identifies that we will contribute to | |
| <p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better access and performance of broadband services and communications. • Better paid local employment opportunities • Graduates to want to return to live and work in Monmouthshire • To ensure that an appropriate range of finance is available for Monmouthshire businesses • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. • Retain more of the spend of visitors, citizens and businesses within Monmouthshire | |
| Why we chose this objective | |
| <p>The need to generate employment, support business and enterprise is not an in issue in isolation and is part of the wider need to improve prosperity of residents and to develop and regenerate communities.</p> <p>Monmouthshire is a prosperous County, with a substantial entrepreneurial spirit, a strong and diverse economy and a good knowledge and skills base. In 2012 74.2 % of our population were in employment. In 2011, Monmouthshire had the second highest level in Wales of active businesses per 10,000 population. Research carried out by Experian ranked Monmouthshire as the most economically resilient County in Wales, at the same time average weekly wages earned by people working in Monmouthshire remain comparatively low, with a large number of Monmouthshire residents commuting to work outside the County and 6.8% of young people at March 2013 claiming Job Seekers Allowance.</p> <p>It is important we continue to capture and measure the right things to understand, manage and further develop our approach. Some of the key national economy and labour market indicators have been set out in the “how do we compare with other areas” section below, while we will look to further engage with local business to shape our approach for the future. Whilst we believe it is important to set objectives for local enterprise, the economy and its operation is a market function and cannot be directly controlled or led by the Council. Our role is intervention and facilitation and this must be taken into account as ‘local economic performance’ is not something that can be directly attributed to our actions, given the wider factors that influence it.</p> <p>Our desire is to promote economic development that is driven and shaped by the market and not just the council. We have incorporated whole area regeneration with business support and employment into one objective to join up two key factors which we are focusing on.</p> | |

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Overall Impact Score

Level 3 Adequate – Progress has been maintained on the Council’s long term approach to Whole place Regeneration and in assisting creation of employment opportunities but targets are yet to be fully achieved given changes and projects that will need to bed in over longer periods of time. It is difficult to measure the success of economic and regeneration interventions within annual timeframes. ‘Adequate’ therefore reflects the level of success with actions and outputs in the year within the framework of the longer term change aimed for.

Whole place has continued to progress with structures now in place for Severnside and Bryn –y –cwm with community involvement and delivery already evidenced. Whole Place now needs to build on this momentum and evaluate performance on a set of broader indicators which provide insights into changes in quality of life. The WAO review provides some helpful guidance on how this can be realised and work continues on implementing some of the process and frameworks which will provide for more meaningful evaluation.

Support for business, young people and the community continues to be provided, making an important contribution to supporting regeneration and job creation in Monmouthshire, although in some areas this has not resulted in the outputs targeted mainly due to some projects currently being progressed not concluding within the financial year 2013/14. Monmouthshire continues to compare favourably to Wales and UK averages on some key economic indicators, with low levels of job seeker allowance claimants and unemployment and a good level of active enterprises, but on others less favourably, for example wage levels of people working in the county have declined and remain below Wales and UK averages

| What we said we would do? | What have we done? | What difference has it made? |
|---|---|---|
| Develop the Bryn Y Cwm whole place plan and interventions with the community of Abergavenny | <p>Produced The way ahead” Better Bryn –y- Cwm Whole Place plan</p> <p>A Town Team has been established and governance arrangements for a programme board are being developed</p> <p>Funding of £17,000 has been secured from Welsh government through a joint MCC and the local Business Club bid to support the feasibility work for establishing a Business Improvement District (BID)</p> | <p>The plan has brought together the priority actions that the Bryn y Cwm community, local businesses, voluntary groups and public services will be taking forward to bring about positive change and greater future benefit.</p> <p>Key governance structures are being established which will drive, monitor and evaluate progress.</p> <p>It is not yet possible to evaluate the difference that has been made as the plan is in its infancy. However some impact has been made like the BID which, it is estimated, if successful could yield up to £1m over next 5 years and it is likely that Vibrant and Viable Places loan funding will now be made available (up to £1.25m). The structure is now in place to start delivering the vision and the participation of the local community is already evident through the Town Team and Business Improvement District Partnership.</p> |
| Develop a new 21st | A new Cattle market at Bryngwyn has been developed | The market has been well received by the farming community and its |

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| <p>century Cattle Market at Bryngwyn and transfer business from the Cattle Market in Abergavenny</p> | <p>and business was transferred from the Cattle Market in Abergavenny in December 2013.</p> | <p>representatives. Over 2000 people attended the opening ceremony and trading figures since the relocation of the market for main business have seen a 10% increase in store cattle and 3% increase in sheep compared to 2013.</p> |
| <p>Take forward the Severnside Whole Place Plan framework, in particular the strands on Town Centre Regeneration and Strategic Opportunities in Severnside.</p> | <p>A programme structure and project plan to take forward the core projects linked to the key themes of the Plan has been established.</p> <p>A Programme Board commenced in February with bi-monthly meetings scheduled and a Town Team has been established.</p> <p>Asda has been granted planning permission for land at Woodstock Way. Section 106 funding will be made available to support the Town Team (£225,000) and to undertake improvements to the links with the town centre (£200,000).The LDP was confirmed early in 2014, which has enabled work on the strategic sites to commence.</p> | <p>Caldicot’s Town Team jointly organised a local firework display in November which involve 150 Community Volunteers to marshal the event. In addition in undertaking the Woodstock Way Linkage Scheme consultation, they engaged with over 700 local people and received 226 written responses. Results of this work are due in April 2014.</p> <p>The Asda Supermarket will create 200 full and part time jobs and the Council’s enterprise team is working with them and the Programme Board to maximise local impact. The retail impact assessment identified the new store will help reduce leakage of expenditure to stores outside the Caldicot area and help improve the vitality of the town centre through complementary improvement works.</p> <p>Key governance structures have been established and agreed with the Programme Board which will drive, monitor and evaluate the progress of the Severnside Plan. The measurement of the impact of whole place will need to continue to be further developed, in particular measures focussed on the overall outcomes of the whole place, over time.</p> <p>Wales Audit Office, in their review of whole place concluded: whilst officers and members are enthusiastic about Whole Place, the lack of a single strategy and inconsistent understandings mean that the Council is not yet able to demonstrate added value from the approach. The review has provided proposals for improvement related to clarifying the approach, building on the momentum created and assessing the value added of whole place that the council is now working on.</p> |
| <p>Continue to assist pre start</p> | <p>Monmouthshire Enterprise has continued to work with</p> | <p>103 businesses have been supported to start up, leading to the creation</p> |

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| <p>and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners, including attracting inward investment and identifying potential private/public funding for businesses.</p> | <p>pre -start and existing projects in Monmouthshire, highlights this year include:</p> <p>The establishment of a new Glamping (glamorous camping) development.</p> <p>Facilitating the refurbishment of major commercial premises to allow the creation of a new food distribution facility, which is expected to be completed in October 2014.</p> <p>Atlantis Productions, secured in Chepstow in 12/13, being recommissioned and expanding.</p> <p>Two rural broadband infrastructure projects in Trellech and Devauden</p> <p>The second Monmouthshire Business Awards took place in October 2013.</p> | <p>of 124 jobs but some targets for Monmouthshire Enterprise support have not been met due to a few factors:</p> <p>Requests for support have tended to come from smaller and medium-sized businesses involving lower levels of capital investment and employment creation.</p> <p>Larger scale projects have required longer project development and lead-in times, meaning they will not be started and completed within a one year timescale. The potential value of pipeline projects is expected to be worth a combined total of several million pounds and this will help significantly enhance outcomes in 14-15.</p> <p>The Business awards were attended by more than 200 people and applications increased by 20%. The awards promoted new and existing business success and Monmouthshire as the place to set up business.</p> |
| <p>Facilitate Jobs Growth Wales Placements with Businesses through Monmouthshire Enterprise</p> | <p>A new allocation of Jobs Growth Wales placements for Monmouthshire became available in Autumn 2013.</p> | <p>Since the Scheme commenced in 2012, 273 job opportunities have been created in Monmouthshire with 206 opportunities filled by unemployed 16-24 year olds in Monmouthshire.</p> |
| <p>Through CMC² Digital Impact and Community Services promote and enable the use of digital infrastructure, technologies and systems to deliver benefits for Communities</p> | <p>CMC² has:</p> <p>Undertaken a study on future broadband infrastructure to inform the roll-out of Superfast Cymru</p> <p>Supported two digital community projects including <u>RaglanpediA</u> and collaborated with Swansea University and the local community to generate the <u>MonTag App</u></p> <p>Developed two new <u>MonmouthpediA Heritage Trail</u> Apps, delivered three digital inclusion projects including <u>Wikipedia workshops</u> in Monmouth and project - managed the final stages of the free and safe <u>Wi-Fi town</u> in Monmouth and the Kymin.</p> | <p>CMC² work has led to a range of benefits including: sharing cultural stories and experiences, contributing to digital tourism and the ‘sense of place’ of our towns, applications developed for mobile users and contributing to developing and improving the digital skills that exist within our communities. The review of MonmouthpediA has also shown the power of tapping into the Wikipedia community as a means of promoting our tourism offer on a global stage.</p> <p>CMC² has also started to develop the evidence base that will inform future plans for broadband development in the county, highlighting gaps in provision and the need for greater support in areas of rural isolation.</p> |

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| | Developed the Digital Communities Toolkit | CMC ² is further developing plans for ICT exploitation, in order to ensure residents, communities, businesses and other public services can take full advantage of digital tools, infrastructure and systems. | | |
| Through the Rural Development Programme Community Plans/Audits will be developed with the community to map their plans and aspirations for future years. ¹ | 3 plans have been completed this year for Magor with Undy, Llandogo and Castle Meadows in Abergavenny. Community Plans/Audits are on-going in the villages of: Raglan, Coed-y-Paen, Llangybi, Llanover, Gilwern, Portskewett, Llantilio Crosseny, Llanfoist and Govilon. | Fewer plans have been completed by March 2014 than originally targeted. The nine remaining community plans will be completed by September 2014 in line with Welsh Governments extended timescale for the completion of all current RDP work. Whilst some funding is already being raised through the Community plans, greater financial benefits will begin to materialise at least 6 months after the plans are in place. The plans which are in place provide a focused approach to community projects based on consultation with communities and allow strong evidence for community to easily apply for funding opportunities to deliver projects identified and prioritise these to deliver objectives set out in the Plan | | |
| Run, in partnership, employability courses for young people to gain skills and experience to assist them in gaining employment ² | 4 employability programmes have been run for people aged 16 -25 years who are Not in Employment, Education or Training (NEET) or claiming Job Seekers Allowance (JSA). In addition an Engagement and Traineeship Programme has been run for young people aged 16 -18. | In total 40 participants completed the employability programme courses, with 57% of participants who have completed a course finding a job so far. | | |
| What difference did it make – Resources | | 2011/12 | 2012/13 | 2013/14 |
| Total funding raised for Monmouthshire Businesses from Public sources | | £565k | £2.15 million | £123k ³ |
| Total funding raised for Monmouthshire Businesses from Private sources | | £1.962 million | £2.12 million | £3.23 million |
| Total Grant funding raised for Communities through Community Plans/audits | | Pre - start date | £20,000 | £4,789 £78,148 raised outside of community planning process |
| What difference did it make – Performance | | 2011/12 | 2012/13 | 2013/14 Target |
| | | 2013/14 | | |

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| How much did we do? | | | | |
| Number of Community Plans Completed | Pre - start date | 0 | 12 | 3 |
| Number of Digital Community Projects initiated through CMC ^{2 4} | Pre - start date | 1 | 2 | 2 |
| How well did we do it? | | | | |
| Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners | 57 | 60 | 75 | 103 |
| Total Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners | 185 | 331 | 260 | 124 ⁵ |
| Number of jobs safeguarded where assistance was provided by Monmouthshire Enterprise and Partners | 21 | 80 | 85 | 16 |
| Number of inward Investment projects secured where assistance was provided by Monmouthshire Enterprise and Partners | Not recorded | 5 | 7 | 2 |
| Is anyone better off? | | | | |
| Percentage of employability courses participants gaining employment | Pre – start date | Pre – start date | 40% | 57% |
| Partners we are working with | | | | |
| <p>MHA local, national and international businesses, Young Enterprise, University of South Wales, Welsh Government, Business Wales, Chambers of Commerce, Centre for Business (Enterprise Agency), Careers Wales, Job Centre Plus, Coleg Gwent, Finance Wales, Commercial Property Agents, Local Banks and financial organisations.</p> <p>Whole Place Plans: Local citizens, local community groups, local organisations and local businesses. In addition Severnside whole place plan is also being developed with Severnside Area Committee, CMC² and Monmouthshire Housing Association. Bryn y Cwm Regeneration Task and Finish Group.</p> <p>Employability Courses (Way into Work): Delivered by the Youth Service careers and training providers, Monmouthshire Housing Association and Department for Work and Pensions.</p> | | | | |
| How do we compare with other areas? | | | | |

ANNEX 2 - Improvement Objective 5: We want to remain an efficient and effective organisation, delivering our priorities in conjunction with key partners, stakeholders and citizens, amidst significant on-going financial constraints.

| Economy and labour market indicators | Monmouthshire | | | | Wales | Great Britain |
|---|---------------|---------|---------|---------------|----------------------|----------------------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2013/14 | 2013/14 |
| Percentage of working residents who work within their home authority ⁶ | 56.9% | 57.9% | 56.5% | 58.6% | 69.2% | Not available |
| Percentage of 18 – 24 year olds claiming Job Seekers Allowance ⁷ | 6.0% | 8.9% | 6.5% | 5.3% | 6.3% | 4.9% |
| Percentage of 16 - 64 year olds claiming Job Seekers Allowance ⁸ | 2.1% | 2.9% | 2.5% | 2% | 3.4% | 2.9% |
| Unemployed persons as a percentage of those Economically Active ⁹ | 5.3% | 4.9% | 5.8% | 5.3% | 7.9% | 7.5% |
| Average gross weekly earnings of employees working in Monmouthshire ¹⁰ | £417.90 | £452.10 | £438.3 | £427.0 | £472.3 | £517.8 |
| Number of active enterprises per 10,000 population aged 16-64 ¹¹ | 708 | 663 | 660 | Not available | 455 (2012/13) | 583 (2012/13) |
| Gross Value added per head of population (£) ¹² | £18,331 | £19,307 | £18,800 | Not available | £15,401 (2012/13) | £21,295 (2012/13) |

The [UK Competitiveness index](#) for 2013¹³ provides a measure of competitiveness focusing on both the development and sustainability of businesses and the economic welfare of individuals. This reveals that Monmouthshire has improved its competitiveness ranking from 173rd in 2010 to 156th in 2013, out of 379 areas in the UK. Monmouthshire is also ranked as the most economically competitive place in Wales.

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| Single Integrated Plan Outcome: This Objective is embedded throughout the Council’s contribution to the Single Integrated Plan Outcomes | | |
| Council Priority: This Objective is embedded throughout the three council priorities | Population Outcome: This Objective is embedded throughout the five population outcomes | |
| What did we want to achieve? | | |
| Continue with our programme of innovation and creativity, working with key stakeholders in redesigning and transforming services, and equipping our workforce and others to deliver more effective and efficient services. | | |
| Why we chose this objective | | |
| <p>The scale and magnitude of the challenges now upon Local Government are unprecedented and these future challenges are mounting. Alongside the severe financial constraints reflected in our Medium Term Financial Plan, we face the challenge of meeting changing customer needs and expectations, alongside the constant evolution and advancement of technology, the economy and regulatory and policy changes.</p> <p>We must continue to develop new ways of working that will help us meet challenges and maximise our chances of success in remaining relevant and viable to the communities we serve. Increasing efficiency alone will not be enough; we must become fundamentally more effective and progressive in what we do and, through working with communities - must develop the sustainable solutions to meet future needs. Our responses need to be sustainable and deliverable within the resources available from within our organisation and the community. As part of our continuing work to be an efficient and effective organisation there are some central process that have been identified for improvement to provide an initial focus to our work.</p> | | |
| Overall Impact Score | | |
| Level 4 – Good important strengths with some areas for improvement - the Council continues to make progress in remaining an efficient and effective organisation whilst recognising the continuing need to improve some areas. | | |
| <p>The Council delivered a surplus at outturn in 2013/14 and following a comprehensive budget setting process, agreed a balance budget for 2014/15. The Council has continued to engage with communities and has sought to redesign services from a customer’s perspective; strengthen its performance management arrangements and develop better communication methods with a systems-thinking focus. This has led to measurable improvements in performance delivery in some areas; recognition that further improvement is still required in other areas and; an acknowledgement that further impact is difficult to assess at this early stage. The sickness management process is being strengthened and this has allowed a better understanding of the council sickness performance which is showing as comparatively high and is an area identified for targeted action.</p> | | |
| What we said we would do? | What have we done? | What difference has it made? |

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| <p>Develop strategic service redesign as part of the Medium Term Financial Plan (MTFP)</p> | <p>11 services have developed specific Project Mandates and business cases related to reviews that will impact on the 2014/15 budget in relation to efficiency savings and effectiveness benefits.</p> | <p>The budget saving expected from the areas identified for the MTFP is £7.2m (over three years), of which £1.9m relates to savings included in the 2014/15 budget as a result of these reviews.</p> <p>The remaining areas will be developed out over the remaining course of the MTFP.</p> |
| <p>A number of initiatives will be used to support key service redesign principles as outlined in Your County Your Way, including developing new engagement approaches.</p> | <p>Two rounds of community consultation events (Monmouthshire Engages) were held around the County in November and January, involving formal public meetings, town centre road-shows and online feedback.</p> <p>The first stage of engagement sought to build local understandings of the financial challenges faced by the Council. It further aimed to identify what was most important to communities and how we could unlock ideas and thinking to solve the problems.</p> <p>The second stage focussed on sharing some of the budget proposals that had been developed through the first stage engagement.</p> | <p>The Council's engagement events on the Budget started a conversation that will continue about how the Council operates and aims to remain viable and relevant to its communities in the future. The events brought together over 1,300 members of the public and solicited a high number of ideas that were incorporated into the emerging budget strategy. This is what Citizens have <u>told us</u> so far.</p> <p>27 ideas from the public have been incorporated into the 2014/15 budget with a number of other ideas currently under consideration</p> |
| <p>We will look to develop the Authority's website and other communication channels, including social media, as appropriate to ensure that citizens remain informed.</p> | <p>The Council's new website was launched in August 2013. Key features include: making it easier to access council services on mobile devices, capacity for more user generated content; better links to social media, improvements in accessibility and information available in Welsh.</p> <p>Our <u>blog</u> describes the story of creating the new website.</p> <p>Social media, the website and a newsletter were used to keep residents involved and informed through the budget process.</p> | <p>The 2014 Society of Information Technology Management's (SOCITM) 'Better Connected' report recognised the Council's achievements to date and placed the site as one of 8 recommended websites throughout the UK.</p> <p>There were some early technical issues and <u>user feedback</u> was used to assist in tackling these and the website will be continually developed and refined to make it more useful and user friendly. Since the launch of the website we have had over 190,000 unique visitors to the website with 1.5million pages of information viewed.</p> |
| <p>Continue and progress our programme to</p> | <p>A comprehensive induction programme has continued to welcome new starters to the Council and provide a clear view of organisational</p> | <p>Feedback from staff induction has been generally positive in preparing staff for a career with the Council. Follow-up</p> |

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| <p>develop staff to meet present and future challenges, including the People Strategy.</p> | <p>purpose, aims and values. Follow-up sessions have been undertaken with cohorts in order to test experiences.</p> <p>Accredited Coaching (NLP) training has been provided in-house to staff. In addition, we continued to the roll-out of intrapreneurship and training initiatives.</p> <p>A series of inspirational leadership insight talks for all staff from leaders in different fields took place in order to provide specific personal development opportunities.</p> <p>The Authority has developed its own coaching programme (R.E.S.U.L.T) which combines learning from coaching, intrapreneurship and other learning and development initiatives that is being mandated for all leaders and managers.</p> <p>The second version of the People Strategy is currently in progress.</p> | <p>sessions have identified areas of the organisation where improvement is required and has allowed the induction programme to grow and develop.</p> <p>70% of people attending the leadership insight events stated they had gained a positive development opportunity that had been used in the workplace.</p> <p>Positive feedback has been received from the initial RESULT coaching training, leading to a decision to mandate it for all staff with a people development/ management remit. Circa £150,000 has been saved by providing internal training courses.</p> |
| <p>We will continue to implement a whole system approach, maintaining focus on areas which yield the most significant customer outcomes and savings.</p> | <p>Work is continuing to implement recommendations from whole system reviews completed so far, including Development Control, Building Control, Employee Services, Highways and Waste.</p> <p>Social Care and Health are continuing to implement changes to care management and assessment systems as a result of whole systems reviews. Processes and practice have been re-examined from a basis of understanding what matters to customers. We are now building a new IT system that will mean staff spending more time in communities and less time at desks. The work is beginning to attract interest at a national level and we have made spoken on a number of national platforms to share the learning.</p> | <p>Whole systems principles have been applied to the wider programme of service resulting in cultural and behavioural change. The impact of system reviews can take longer timescales to be fully evidenced. For example:</p> <p>Building Control has seen the processing of building notices, which forms 60% of the service’s demand, reduce from 9.3 days to 1.8 days and the service now generates a small surplus.</p> <p>In Development Control 93% of planning applications are now approved which is above the national average and in the top quarter for Wales. This highlights how the Authority negotiates applications successfully rather than refusing some of the more complex and multi-faceted planning applications. Householder planning applications approved within the 8 week mandatory timeframe, have improved to 84% which is in line with the Wales average.</p> |

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| | | <p>In Adult Social Care people are now dealt with at first point of contact by the most appropriate person, whether that's an occupational therapist, a social worker or a district nurse. Rather than a form-based process that focused on deficits we are having conversations with people about what matters to them. We are measuring our performance in terms of the impact we have had on people's lives. The savings from the first phase of work are already being felt in the authority's budget. In 2013/14 the Adult Services budget was underspent despite rises in the population of older people.</p> |
| <p>Continue to implement our agile/flexible working policy.</p> | <p>In April 2013 staff started working from the new Council Headquarters in Usk</p> <p>Further developments of Agile Working centred on flexible job roles, remote working technology and the development of the Hub as a tool to enable workers to be accessible, engaged and included, whilst working in more agile and flexible ways.</p> | <p>Agile and flexible working is now fully embedded in Monmouthshire to ensure employees can work wherever they need to be in order to do their jobs and best serve our communities.</p> |
| <p>Reframe performance management arrangements to strengthen planning and evaluation.</p> | <p>A revised service planning process has been introduced in the Council and a new performance management framework has also been introduced in the <u>Children & Young People</u> directorate.</p> <p>A self-evaluation framework for the Council has been adopted, and will be applied fully in September 2014, to provide a full evaluation of performance management arrangements. Smaller scale evaluations of service areas following a similar model will be carried out in 2014.</p> <p>Chief Officers for each of the three directorates, <u>Social Care & Health</u>,</p> | <p>This has started a fresh approach to how services plan and evaluate their performance, ensuring close attention to customers, budget, staff and processes.</p> <p>The real impact will be reflected in whether there is an improvement of the Council's performance across services; in 2013/14 70 % of national performance indicators have improved or are at maximum compared to 63% in 2012/13.</p> |

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| | Children & Young People and <u>Regeneration & Culture</u> , have produced an Annual Report to evaluate their service and set the direction for their service in the future. | | | |
| Procure Microsoft Office 365 as a replacement and upgrade of the authority's existing arrangements to cloud based technology. ¹⁴ | Cabinet has approved the procurement <u>Microsoft Office 365</u> (O365) licenses, as a replacement and upgrade of the existing Microsoft Enterprise Agreement to deliver the Microsoft applications including email, Word, Excel etc to the authority. | Office 365 provides employees with the latest available tools to carry out their role. The testing of the software was successful and it will be rolled out across the organisation in May/June 2014. | | |
| Strengthen the sickness recording, monitoring and reporting systems to enable better sickness management. As part of this we will determine a more accurate baseline on sickness data. | A new sickness absence system has now been introduced and when fully utilised will provide up to date, valid and reliable data. In addition, managers are being requested to input their data in a new way. Support for managers, to help them record their absence is ongoing. | Once the system is fully established and reports set up, accurate and timely information will be available on sickness absence, allowing easier access to make more informed decisions. The Council's current sickness rate in 13/14 has decreased to 11 days per FTE which comparatively, is a rate higher than the Welsh average. System and recording inadequacies have been identified and the new process and approach which comprehensively address these issues is in place from 14-15. | | |
| What difference did it make – Performance | | | 2011/12 | 2012/13 |
| How much did we do? | | | | 2013/14 Target |
| Number of staff supported by the Centre for Innovation working on strategic service redesign (Includes service redesign review groups and training and coaching) | | | Baseline to be established in 2013-14 | |
| Number of citizens, businesses and stakeholders engaged as a result of identified service redesign projects (includes service review projects, Whole systems redesign 'what matters' surveys and Whole place plans) | | | Baseline to be established in 2013-14 | |
| Total number of staff receiving People Strategy related training and support | | | Wider programme being developed in 2013/14 - Baseline to be established | |
| | | | | 450 |
| | | | | 1690 |
| | | | | 950 |

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| Number of times information accessed on the Authority's website. | 729,058 | 1,392,930 | 1,400,000 | 1,541,088 |
| How well did we do it? | 2011/12 | 2012/13 | 2013/14 Target | 2013/14 |
| Level of savings resulting from service redesign projects supported by the Centre for Innovation (Budget mandates and individual service redesign projects where support provided) | Target to be developed for 2013/14 | | £2 million | £1.942m attributable to budget Project Mandates |
| Level of actual revenue outturn expenditure against budget ¹⁵ | £4million or 2.7% underspend | £419k or 0.3% underspend | within budget of £147 million | £1.2 million or 0.8% underspend |
| | 2011/12 | 2012/13 | 2013/14 Target | 2013/14 |
| The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Additional Indicator) | 13.3 | 11.9 | <11.9 | 11.0 |
| Is anyone better off? | | | | |
| Level of influence of Monmouthshire County Council social media use ¹⁶ | Not recorded | Not recorded | >65% | 57% (May 2014) |
| Percentage of people who agree the local authority provides high quality services. ¹⁷ (Additional Indicator) | Not surveyed | 53% | Not set | 63% |
| Percentage of people who agree they can influence decisions affecting local area ¹⁸ (Additional Indicator) | Not surveyed | 22% | Not set | 26% |
| Percentage of people who agree the local authority is good at letting them know how we are performing ¹⁹ (Additional Indicator) | Not surveyed | 41% | Not set | 47% |
| Partners we are working with | | | | |
| Engagement with local citizens, local community groups, local organisations and local businesses to understand what matters and where appropriate to engage in the future co-design and co-delivery of services. | | | | |
| Other local authorities, public sector bodies, third sector and private sector businesses whether locally, nationally or globally who offer access to best practice and networks that support the innovative redesign of services. | | | | |

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ANNEX 3 - Theme 3: Poverty and material deprivation

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| Monmouthshire Single Integrated Plan Theme(s) & Outcome(s) : | Theme: People are confident, capable & involved Outcome: Vulnerable families are supported | Theme: Our County Thrives Outcome: People have access to practical and flexible learning Outcome: Business and Enterprise |
| Wales Programme for government strategic theme: | Tackling Poverty | |
| Wales Programme for government outcome: | Poverty and material deprivation | |
| MCC Outcome: | Benefit from education, training and skills development Live healthy and fulfilled lives | |
| MCC Priority: | Supporting business and job creation Safeguarding vulnerable people and Education | |
| MCC Score 2013/14 | 1 point - partially successful | |
| Why we have chosen this objective | | |
| <p>Our Single Integrated plan identifies: To better support our families we need:</p> <ul style="list-style-type: none"> • To support our families earlier to prevent them becoming more vulnerable. • Better co-ordinated support which can react more quickly. • Good access to financial support and advice. | | |

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To access practical and flexible learning we need:

- Improved access to parenting skills.
- Improved access to education for vulnerable groups.

To enable business and enterprise to prosper in Monmouthshire, we need:

- Better paid local employment opportunities.
- To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises.

What will success look like?

An increased number of jobs will benefit people throughout the county. This will begin to filter through to child poverty levels - although we need to recognise that changes to the benefit system and the uncertain economic outlook overall will limit potential over the lifetime of this agreement.

The [Flying Start](#) scheme will continue to impact on the development milestones of young children.

The [Acorn Project](#) will aim to improve parenting skills and confidence in disadvantaged families.

| During the term of the agreement we will: | What have we done so far? | What difference has it made so far? |
|--|---|--|
| Deliver the Flying Start Scheme, including parenting programmes and early language development | <p>The Incredible Babies and Incredible Toddler programmes are being delivered each term in each of the three Flying Start areas of Abergavenny, Caldicot and Monmouth.</p> <p>The Early Language programmes include Chatty Chimps and Language and Play provision. These groups are delivered on a termly basis in each of the Flying Start areas. The Chatty Chimps programme is currently undergoing evaluation courtesy of the University of South Wales.</p> | <p>89% of parents who registered on the IY programmes demonstrated “positive distance travelled”.</p> <p>94% of parents and children who attended a structured early language programme demonstrated “positive distance travelled”.</p> <p>88% of parents who received parenting support at home demonstrated “positive distance travelled”</p> <p>87% of parents who received early language support at home demonstrated “positive distance travelled”</p> |

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| <p>Deliver the Acorn Project to families in need, including parenting support and early years support.</p> | <p>Acorn project continue to: Run Incredible Years Parenting Basic and School Age Programmes and other parenting groups in the four main towns in Monmouthshire and programmes for the younger age groups in non-Flying Start areas.</p> <p>Provide support at home across Monmouthshire to ensure access to services for all and provide a mobile crèche service so parents can access support groups and programmes.</p> <p>Run the Chatty Chimps early language development programme in conjunction with Flying Start.</p> | <p>There has been an increase in 2013-14 in the percentage of parent reporting improvements in confidence and parenting skills.</p> |
| <p>Continue to assist pre start and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners.</p> | <p>Monmouthshire enterprise have continued to work with pre -start and existing businesses in Monmouthshire, highlights this year including:</p> <p>The establishment of a new glamping (glamorous camping) development that enhances the tourism offer in the county. This included business planning and securing finance.</p> <p>Facilitating the refurbishment of major commercial premises to allow the creation of a new food distribution facility, which is expected to be completed in October 2014.</p> <p>The second Monmouthshire Business Awards took place in October 2013.</p> | <p>103 businesses have been supported to start up, leading to the creation of 124 jobs. Requests for support have tended to come from smaller businesses, larger scale projects have required longer project development times, meaning they will not be completed this year. The potential value of these pipeline projects is expected to be worth a combined total of several million pounds.</p> <p>The Business awards were attended by more than 200 people, applications increased by 20%. The awards promoted new and existing business success and Monmouthshire as the place to set up business. There is increasing private sector sponsorship which is making the awards more sustainable as a private enterprise</p> |

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| Develop an Enterprise Strategy | The enterprise strategy will be completed in 2014/15 to provide a clear direction and priorities for economic support. | | | | Enterprise strategy not yet complete to evaluate impact. | |
| Deliver an entrepreneurship programme aimed at first time business people, in particular carers and full – time mums. | A specific entrepreneurship programme has not yet been established. The enterprise strategy when completed in 2014/15 will provide a clear direction and priorities for economic support including potential new opportunities that could be explored. | | | | This will be informed by the direction and priorities set in the enterprise strategy. | |
| Develop and implement an anti-poverty strategy | <p>We deliver two of Welsh Government’s flagship programmes responding to the anti-poverty agenda. Firstly, our Families First programme has been recomissioned to focus on needs and directly aligned to our Single Integrated Plan. Secondly, Flying start supports families with children under 4 years of age in selected areas (based on deprivation) of Abergavenny, Caldicot and Monmouth. These programmes aim to address or prevent the effects of poverty such as improving health and well-being, supporting access to employment and training, and supporting children and families to reach their full potential.</p> <p>Monmouthshire’s Financial Inclusion Partnership has contributed to coordinate support related to welfare reform, food banks and fuel poverty.</p> | | | | Flying start and families first programmes work closely together. This ensures that there is seamless universal support for all children (0-4) not just those living in designated Flying Start areas. Further evidence of the impact of flying start is provided in this theme. | |
| | 2012/13 Actual | 2013/14 Actual | 2013/14 Target | 2014/15 Target | 2015/16 Target | Comment |
| How much did we do? | | | | | | |
| Number of children benefitting from Flying Start nursery provision ²⁰ | 82 | 119 | 79 | 84 130 | 77 150 | This is a cumulative count of individual children who have |

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| | | | | | | benefitted from Flying Start nursery provision each year. This will increase in line with the expansion of the project into the south of the county, targets have been updated to reflect this but this is heavily dependent on birth rate fluctuations |
| Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners | 60 | 103 | 75 | To be set following completion of enterprise strategy | To be set following completion of enterprise strategy | |
| How well did we do it? | 2012/13 Actual | 2013/14 Actual | 2013/14 Target | 2014/15 Target | 2015/16 Target | Comment |
| Percentage of children on the flying start scheme reaching, exceeding or within one age band below the developmental norm at 24 months | 85% | 80% | 86% | 86% | 86% | There were data collection issues during 2012-13. This has since been rectified and data is now cleansed by a WG tool. |
| Percentage of Acorn Project parents who report improved parenting skills | 79% ²¹ | 88% | 79% | 82% | 85% | |
| Is anyone better off? | | | | | | |
| Percentage of Acorn project parents who report improved confidence in supporting their children | 79% ²² | 83% | 79% | 81% | 83% | |
| Percentage of children on the flying start scheme aged 23-25 months who were more than one age interval below the developmental norm who show an improvement at 35 – 37 months | 63% | 71% | 64% | 64% | 64% | Individual children who were more than one age interval below at 2 yrs (2012-13) were tracked into 2013-14. |

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| Proportion of children living in low income families | 12.5% (HRMC 2011 data) | Not published | 12.4% | 12.3% | 12.2% | |
| Average wage levels in the county (gross weekly pay by workplace) | £443.10 £438 | £427 | £454 | £465 | £475 | Published data for 2012 has been revised downwards since publication of the Outcome Agreement. This has made subsequent targets more stretching. |

¹ The Community audits completed in 2013/14 will allow a plan of action to be developed that will facilitate communities to produce project plans and bid for funding in future to develop appropriate schemes to enhance the community.

² This includes employability programmes run through phase 2 of the Monmouthshire flexible Support Fund and Pathway Programmes for 16 -18 year olds.

³ Does not include new re-location of major distribution company who will raise public finance and create a substantial number of jobs, since the conclusion of the project did not fall within the year end timeframe

⁴ The aims of a digital community project are to increase the digital knowledge and skills of communities groups whilst broadening the tourism and visitor offer within the county.

⁵ Does not include new re-location of major distribution company who will raise public finance and create a substantial number of jobs, since the conclusion of the project did not fall within the year end timeframe.

⁶ Based on 2009, 2010, 2011 & 2012 data respectively. Stats Wales Report 004893 Commuting patterns in Wales by Welsh local authority

⁷ Based on March data . NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk>

⁸ Based on March data. NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk>

⁹ Based on Jan–Dec 2010, Jan–Dec 2011, Jan–Dec 2012 & Jan –Dec 2013 respectively. NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk>, All people - Economically active - Unemployed (Model Based) for Monmouthshire

¹⁰ ONS, Annual Survey of hours and earnings - based on 2010, 2011 & 2012 data respectively. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk

¹¹ Data relates to 2009, 2010 & 2011 calendar years. “The starting point for business demography is the concept of a population of active businesses in a reference year. These are defined as businesses that had either turnover or employment at any time during the reference period.” Stats Wales Report [Econ0080: Business births, deaths and active enterprises](#)

¹² [Econ0093: Gross Value Added \(GVA\) by Welsh economic region](#), (Monmouthshire figure is Monmouthshire and Newport combined)

¹³ The UK Competitiveness Index 2013, Robert Huggins and Piers Thompson, <http://www.cforic.org/pages/ukci2013.php>

¹⁴ Microsoft Office 365 is the latest development and offering from Microsoft to deliver the Microsoft suite of applications including email, Word, Excel etc to the authority.

¹⁵ This is the position before reserve decisions are taken by the Council. This needs to be considered in the full context of the Revenue outturn report to be understood. For 2011/12 the report is available at <http://monmouthshire.gov.uk/fileadmin/minutes/meetings/43535/1.%20Revenue%20Outturn%20Report%20->

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[%20Complete.pdf](#) and for 2012/13 the report is available at
<http://monmouthshire.gov.uk/fileadmin/minutes/meetings/44891/5.%20Revenue%20Budget%20Outturn.pdf>

¹⁶ The higher percentage influence the more useful our communication has been. This measure uses a social influence score generated from Klout measurement - <http://klout.com/home> . This variously measures things such as the amount of likes, retweets, mentions, blog comments and the online influence of those people who interact with us. It provides us with a measure of the value and influence of our social media use for our citizens and the County. We try to attract residents, businesses and partners who have a real interest in the county. We want people to be able to access Council information in the most effective way possible. We also want to engage the people within and outside our boundaries, allowing them to access information and also provide us with valuable information and feedback.

¹⁷ Welsh Government [National Survey for Wales](#)

¹⁸ Welsh Government [National Survey for Wales](#)

¹⁹ Welsh Government [National Survey for Wales](#)

²⁰ Number of children is based on the number of two year olds receiving flying start nursery provision in each year. In 2014/15 and 2015/16 the number of children will increase in line with expansion plans. However, until work commences in these areas an accurate number of predicted two year olds will not be available. Therefore, targets for 2014/15 and 2015/16 will be updated and existing targets are based on current provision.

²¹ this is only reflective of part of the whole project and is the percentage of parents completing parenting programmes only for baseline and target for 2013/14

²² this is only reflective of part of the whole project and is the percentage of parents completing parenting programmes only for baseline and target for 2013/14

SUBJECT: DRAFT REVENUE BUDGET OUTTURN 2013/14
MEETING: Economic & Development Select Committee
DATE: 19th June 2014
DIVISIONS/WARD AFFECTED: All Authority

1. PURPOSE:

1.1 The purpose of this report is to provide Select Committee Members with information on the revenue outturn position of the Authority at the end of the 2013/14 financial year.

2. RECOMMENDATION:

2.1 That Members consider the information contained within this report noting that the figures may be subject to adjustment through the external audit process.

2.2 That Members note the contribution the surplus balance of £877,000 on the revenue account to general reserves.

2.3 That Members note £500,000 of the Single Status and Equal Pay reserve being used to replenish the Pension and Redundancy reserve.

2.4 That Select Committees scrutinise the outturn position for the services within their remit.

3. KEY ISSUES:

3.1 The services covered within this report for scrutiny of budget monitoring are:

- Public Life and Culture – including Trading Standards, Environmental Health, libraries, museums, theatre
- Planning, Place and Enterprise – including Building Control, Development Control, Development Plans, Economic Development and Housing

3.2 The 2013-14 net expenditure budgets attributable to Economy & Development Select Committee oversight is £8,732,000. The related annual net expenditure forecast (using outturn data) was £8,487,000, and introduces a £245,000 underspend, as summarised in the table overleaf.

Table 2: E & D Regeneration & Culture Outturn 2013/14– Summary Forecast Net Direct Expenditure Position at Outturn.

| | Actual Outturn | Revised Budget | Over/(Under) Spend | Forecast Over/(Under) Spend at Month 09 | Variance M9 to Outturn |
|---|-------------------|-------------------|-----------------------|--|---------------------------|
| | £000's | £000's | £000's | £000's | £000's |
| Public Life and Culture | 5,069 | 5,324 | (255) | 33 | (288) |
| Planning, Place and Enterprise | 3,132 | 3,122 | 10 | 103 | (93) |
| Regeneration & Culture Management | 286 | 286 | 0 | 0 | 0 |
| Net Directly Managed Expenditure | 8,487 | 8,732 | (245) | 136 | (381) |

- 3.3 The service had £602,000 savings attributed to it in during the 2013-14 budget process. At outturn £479,000 savings have been made in full, £25,000 will be delayed into 2014-15 and £98,000 is regarded as unachievable. These have been mitigated by savings in other areas and so do not introduce a further net pressure. This reflects the same position reported at month 9. Further detail of these savings is included in Appendix 4.
- 3.4 The services have experienced a significantly improving position since month 9, further improving the position reported at month 6.

The net saving of £255,000 in respect of public, life and culture can be attributed to

| | |
|-----------------------------------|------------|
| Leisure | (£108,000) |
| Shirehall | (£86,000) |
| Libraries | (£37,000) |
| Public Health & trading standards | (£25,000) |

The net outturn cost of £10,000 in respect of planning, place and enterprise was an improvement of £93,000 on outturn expectations based on month 9 activity, and can be attributable to a net cost experienced within Countryside despite compensatory savings being made to other services within the division mitigating the cost overspend to a significant extent.

Further details concerning the outturn and movements since month 9 are included in Appendix 1.

- 3.5 Whilst the focus for information provision above is on the specific Select area, it is rather artificial to consider that in isolation without also appreciating the holistic situation, which is provided below in tabular form, and results in a general surplus of £877,000 for the financial year.

| Table 1: Council Fund Outturn 2013/14 – Summary Total Net Expenditure Position | | Outturn | Revised Budget | Over/(Under) Spend at Outturn | Forecast Over/(Under) Spend at Month 09 | Variance Month 09 to Outturn |
|---|---|----------------|---------------------------|--|--|---|
| | | £000's | £000's | £000's | £000's | £000's |
| Social Care & Health | 1 | 37,216 | 36,384 | 832 | 880 | (48) |
| Children & Young People | 2 | 52,223 | 52,051 | 172 | 545 | (373) |
| Regeneration & Culture | 3 | 27,812 | 28,022 | (210) | 233 | (443) |
| Chief Executive's Unit | 4 | 10,516 | 11,027 | (511) | (304) | (207) |
| Corporate Costs & Levies | 5 | 16,884 | 18,394 | (1,510) | (1,128) | (382) |
| Net Cost of Services | | 144,651 | 145,878 | (1,227) | 226 | (1,453) |
| Attributable Costs – Fixed Asset Disposal | 6 | 103 | 199 | (96) | (17) | (79) |
| Interest and Investment Income | 6 | (93) | (30) | (63) | (59) | (4) |
| Reduction in Heritable Investment Losses | 6 | (73) | 0 | (73) | 0 | (73) |
| Interest Payable and Similar Charges | 6 | 3,670 | 3,798 | (128) | (130) | 2 |
| Charges Required Under Regulation | 6 | 4,950 | 4,970 | (20) | (88) | 68 |
| Other Investment Income | 6 | (25) | 0 | (25) | 0 | (25) |
| Contributions to Reserves | 6 | 1,276 | 125 | 1,151 | 790 | 361 |
| Contributions from Reserves | 6 | (3,293) | (3,446) | 153 | 149 | 4 |
| Capital Expenditure financed from revenue | 6 | 76 | 76 | 0 | 0 | 0 |
| Amounts to be met from Government Grants and Local Taxation | | 151,242 | 151,570 | (328) | 871 | (1,199) |
| General Government Grants | 7 | (74,755) | (74,755) | 0 | 0 | 0 |
| Non-Domestic Rates | 7 | (28,376) | (28,376) | 0 | 0 | 0 |
| Council Tax | 7 | (54,763) | (54,508) | (255) | (285) | 30 |
| Council Tax Benefits Support | 7 | 5,775 | 6,069 | (294) | (250) | (44) |
| Net Council Fund (Surplus)/Deficit | | (877) | 0 | (877) | 336 | (1,213) |
| Contribution to/(from) Council Fund | | 877 | 0 | 877 | | |
| Total (Surplus)/Deficit | | 0 | 0 | 0 | | |

4. REASONS

4.1 To present the revenue outturn position for 2013/14 for Member scrutiny.

5. RESOURCE IMPLICATIONS

5.1 As contained in the report.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 There is no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

7. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Head of Finance

8. BACKGROUND PAPERS:

Appendix 1 – Explanation of forecast variances
Appendix 2 – Movements from original budget to revised budget
Appendix 3 – Budget savings 2013/14

9. AUTHORS:

| | |
|---------------|---|
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| Mark Howcroft | Assistant Head of Finance (Deputy S151 officer) |

10. CONTACT DETAILS

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APPENDIX 1 Summary Explanation of Year-end Position

The outturn position on the net costs of services (including Corporate Costs) shows an under spend of £1,227,000. Explanations for forecast variances are included in the relevant sections within this Appendix. The principal reasons for the year end position are summarised as follows:

- a) Regeneration & Culture (E&D Select specific) – An under spend of £245,000, at outturn. The most notable under spends relate to increased leisure activity income (£88,000), ShireHall (£88,000k) and a net libraries under spend of £37,000.

Movement from the Month 9 Forecast

The table shows a positive variation of £1,453,000 on net cost of services from the forecast under spends reported at month 9. Some of the principal reasons for the variation from month 9 relate to the following:

- a) Regeneration & Culture (E&D Select specific) – A positive variance of £381,000 is mainly attributable to net favourable movements in Procurement, combined unspent draws upon reserves, an improved housing bad debt position, improvements within Economic Development, Development Plans and control.

REGENERATION & CULTURE

The directly managed position for the Economic Development Select area of the Regeneration and Culture Directorate at outturn is to under spend by £245,000 for the 2013/14 financial year a £381,000 improvement from Month 9.

Chief Officer Commentary:

I am pleased with the overall out-turn position and recognise the significant progress that has been made in-year with restricting expenditure to essential items only, vacancy freeze and a keen focus on income generation. Areas in which progress has been substantial include Leisure, Grounds, Highways, Shire Hall, Housing and DC Planning. It would be remiss not to highlight the critical issues encountered in the Passenger Transport Unit and to state that a strategic review has now been convened to fundamentally improve and strengthen all aspects of budget setting, management and monitoring and to ensure these circumstances cannot recur.

SUMMARY EXPLANATION FORECAST OVER SPEND

Table 2: E & D Regeneration & Culture Outturn 2013/14– Summary Forecast Net Direct Expenditure Position at Outturn.

| | Actual Outturn | Revised Budget | Over/(Under) Spend | Forecast Over/(Under) Spend at Month 09 | Variance M9 to Outturn |
|---|-------------------|-------------------|-----------------------|--|---------------------------|
| | £000's | £000's | £000's | £000's | £000's |
| Public Life and Culture | 5,069 | 5,324 | (255) | 33 | (288) |
| Planning, Place and Enterprise | 3,132 | 3,122 | 10 | 103 | (93) |
| Regeneration & Culture Management | 286 | 286 | 0 | 0 | 0 |
| Net Directly Managed Expenditure | 8,487 | 8,732 | (245) | 136 | (381) |

Movement From/To Reserves

The budget reflects a number of one-off Invest to Redesign reserve funded initiatives approved as part of the 13-14 budget totalling £845,000. Of this, a net £249,000 hasn't been incurred and consequently not drawn upon from reserves. When this adjustment is taken into account, then the real underlying position of the directorate would be an overspend of £39,000.

Public Life and Culture

The division has returned an under spend of £255,000 a £288,000 improvement from Month 9. Included in this figure is £53,000 of unspent reserves that need to be carried forward into 14-15, when this movement is taken into account the real underlying under spend is £190,000.

- The Borough Theatre has over spent by £42,000 as the authority has had to pay legal fees relating to the transfer to trust status. This is a £3,000 increase in overspend from month 9.
- Monmouth Shirehall has returned an under spend of £86,000. This is due to efficiency savings of £39,000 relating to premises costs and people savings. In addition the section has benefited from an unexpected grant windfall received late on in the year of £48,000. This relates to the Heritage Lottery Fund agreeing that £48,000 of maintenance works could be funded from grant, this was not confirmed until the claim was finalised late in the year and explains the swing from Month 9.
- The Museums Section has under spent by £4,000, included in this figure is an unspent draw on reserves of £27,000 so the real underlying position is a £23,000 over spend. The section worked hard to restrict expenditure to only essential items but did not meet in full, the income target for fundraising as reported on throughout 13-14.
- The Libraries Section has under spent by £37,000. Spending has been restricted to essential items only with reductions on book purchases and cleaning costs reflecting in an improved position on Month 9...
- Leisure has under spent by £108,000, included in this figure is an unspent draw on reserves of £20,000 so the true position is a £88,000 under spend. Leisure Income has exceeded all expectations with the 13-14 budget target of £100k increased membership achieved. In addition swimming income has increased in all four sites and this has contributed to the positive position. There has also been under-spends across the sites on gas (£16,000), contract cleaning (£9,000) and water (£17,000). This is a £108,000 improvement from Month 9 relating to swimming income and utility savings not factored in at Month 9.
- Public Health & Trading Standards has under spent by £25,000, included in this figure is £13,000 unspent reserve so the real underlying position is a £12,000 under spend. The under spend is due to late grant funding from the Better Regulation Delivery Office not originally factored into our budgets and this is the main reason for the £12,000 improvement from Month 9.
- The Outdoor Education Service has under spent by £24,000. The section has seen an increase in income in the latter stages of the financial year and although Newport City Council has pulled out of the arrangement they still continue to use the centre. This has meant that income has exceeded projected targets and is the reason for the swing from Month 9. This is

a collaborative arrangement and any under/over spends are transferred to a specific reserve at the end of the year.

The £288,000 improved position from Month 9 is due in the main to:-

- The Leisure position improving by £108,000 as the full impact of the increased income position and the reduction in utility costs were not known at Month 9.
- Shirehall under-spending by £86,000 as cost savings and the Grant windfall were not known until late in the year and hence not included at Month 9.
- Further restrictions in spending and a late saving in building cleaning costs improving the Libraries position by £27,000.
- The increased saving in Public Health and Trading Standards of £25,000 that was not included at Month 9.
- The improved income position in Outdoor Pursuits of £24,000 that was not known at Month 9
- The unspent draw on reserves in Museums pushing the outturn into an under spend, a £19,000 variance from Month 9.

Planning, Place and Enterprise

Planning, Place and Enterprise has overspent by £10,000 a £93,000 improvement from the Month 9 position. This figure includes unspent draw on reserves of £33,000 so the true over spend is £43,000. The notable variances are as follows:-

- Countryside has over spent by £100,000. Lower than expected visitor expenditure coupled with failure to meet income targets have resulted in shortfalls at Caldicot Castle and Tintern Station of £93,000. In addition the Castle has had to incur £42,000 worth of unfunded redundancy costs following a staff restructure. These overspends have been offset by under spends in Rights of way (£12,000) and Countryside (£22,000) as a result of staff vacancies and through restricting expenditure to only essential spend.
- Development Plans has under spent by £28,000 although this relates to an unspent draw on reserves in respect of LDP cost slippage that will be rolled forward into 14-15 so the true position is breakeven.
- Development Control has under spent by £7,000 although £5,000 relates to an unspent draw on reserves. The true under spend is £2,000 that is due to increased fee income.
- Housing has under spent by £54,000. Staff vacancies in Homelessness (£16,000), reductions in Telecare expenditure (£10,000) and a positive movement in bad debt (£36,000) have been offset by overspends in sewerage treatment plant costs (£4,000), increased service charges (£12,000) and a reduction in fee income from Disabled Facilities Grant (£4,000). This is a £50,000 improvement from Month 9 due to late improvement in DFG fees and year end movement in bad debt...
- Economic Development has over spent by £3,000. The section hasn't met income targets to the tune of £31,000. In addition redundancy costs of £17,000 and a £6,000 over spend in

supplies and services have impacted. . This has been offset by an under spend in Tourism of £40,000 due to a saving on contributions to Brecon Beacons National Park and a contribution to the now lapsed Capital Region Tourism a saving on postage costs of £8,000 and a £7,000 net improvement on grant funding. The section has also seen a net saving on Wentwood timber centre through the final sale of stock (£3,000) and a positive balance (£11,000) on RDP grants that was not included at Month 9.

The reduction in overspend of £93,000 from Month 9 is mainly due to:-

- The £50,000 improvement in Housing due to a year end positive bad debt adjustment of £36,000 and an improvement in DFG fees, both of which were not known at Month 9.
- Improved positions on Development Plans and Development Controls of £35,000 mainly due to unspent draws on reserves that were assumed would be spent at Month 9.
- A £28,000 positive swing in Economic Development as savings in contributions to Bridgend CC plus a positive balance on grants and a sale of Timber Stock was not included at Month 9.

Offset by:

- The increase in overspend in Countryside of £25,000 as unfunded redundancy costs have been offset by further reductions in spend within Rights of Way.

R&C Management

R&C Management has returned a break-even position.

Movements from Original Budget to Revised Budget

This appendix provides an overview of changes made to the Authority's revenue budget since the Original Budget was approved by Council on 13th February 2013. Changes comprise budget virements and budget revisions, and all changes made to the revenue budget between directorates up to the end of the 2013-14 financial year are included.

| Table 1: Revised Budget analysis at 2013-14 outturn | Original Budget | Budget Virements | Budget Revisions | Revised Budget |
|--|------------------------|-------------------------|-------------------------|-----------------------|
| | £000's | £000's | £000's | £000's |
| Social Care & Health | 36,339 | 45 | 0 | 36,384 |
| Children & Young People | 51,984 | 67 | 0 | 52,051 |
| Regeneration & Culture | 26,667 | 1,355 | 0 | 28,022 |
| Chief Executive's Unit | 17,028 | (6,001) | 0 | 11,027 |
| Corporate Costs & Levies | 18,848 | (454) | 0 | 18,394 |
| Net Cost of Services | 150,866 | (4,988) | 0 | 145,816 |
| Appropriations Section | 6,773 | (1,081) | 0 | 5,692 |
| Amounts to be met from Government Grants and Local Taxation | 157,639 | (6,069) | 0 | 151,570 |
| Financing Section | (157,639) | (6,069) | 0 | (151,570) |
| Council Fund (Surplus)/Deficit | 0 | 0 | 0 | 0 |
| Budgeted contribution from Council Fund | 0 | 0 | 0 | 0 |
| Budget Control Total | 0 | 0 | 0 | 0 |

Budget virements and budget revisions are further illustrated below in separate tables that analyse the key movements:

Budget Virements

| Table 2: Budget Virements analysis at Outturn (£000's) | Revised Budget as Month 09 | Virement 1 | Virement 2 | Virement 3 | Virement 4 | Virement 5 | Revised Budget at Outturn |
|--|----------------------------|------------|--------------|-------------|------------|-------------|---------------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's |
| Social Care & Health | 36,383 | 0 | 0 | 0 | 0 | 0 | 36,384 |
| Children & Young People | 52,108 | (57) | 0 | 0 | 0 | 0 | 52,051 |
| Regeneration & Culture | 27,550 | 57 | 307 | 45 | 0 | 62 | 28,022 |
| Chief Executive's Unit | 11,040 | 0 | 0 | 0 | (12) | 0 | 11,027 |
| Corporate Costs & Levies | 18,382 | 0 | 0 | 0 | 12 | 0 | 18,394 |
| Net Cost of Services | 145,463 | 0 | 307 | 45 | 0 | 0 | 145,878 |
| Appropriations Section | 6,106 | 0 | (307) | (45) | 0 | (62) | 5,692 |
| Amounts to be met from Government Grants and Local Taxation | 151,570 | 0 | 0 | 0 | 0 | 0 | 151,570 |
| Financing Section | (151,570) | 0 | 0 | 0 | 0 | 0 | (151,570) |
| Council Fund (Surplus)/Deficit | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Budgeted contribution from Council Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Budget Control Total | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

The key virements that have taken place to the 2013/14 original budget from Month 9 to outturn comprise:

CYP

- Virement 1 – Transfer of CYP Support Services Manager to Property Services (£57,679) cr

R&C

- Virement 1 – Transfer of CYP Support Services Manager to Property Services 57,679 dr
- Virement 2 – Movements between Capital and Revenue mis-postings £307,170 dr
- Virement 3 – Up-front Business Savings for Fuel Saving technology £40k dr and Commercial Sector £5k dr
- Virement 5 – Invest to Redesign initiatives funded from Reserves £62,341 dr

CEO

- Virement 4 – Transfer of Fees & Charges income budget to Local Land Charges (£12k) cr

Corporate

- Virement 4 – Transfer of Fees & Charges income budget to Local Land Charges £12k dr

Appropriations

- Virement 2 – Movements between Capital and Revenue mis-postings (£307,170) cr
- Virement 3 – Up-front Business Savings Investments for Fuel Saving technology (£40k) cr and Business Support to the Commercial Sector (£5k) cr
- Virement 5 – Invest to redesign initiatives funded from Reserves (£62,341) cr

Budget Revisions

There have been no budget revisions.

2013/14 Economic & Development Select Budgeted Savings progress at Outturn

| DIRECTORATE | Saving included in 2013/2014 Budget £'000 | Savings achieved £000s | Delayed savings £000s | Shortfall / (Surplus) |
|---|--|-----------------------------------|----------------------------------|------------------------------|
| R&C | 602 | 479 | 25 | 98 |
| Total Budgeted Savings 2013-14 | 602 | 479 | 25 | 98 |

| RESOURCES & REGENERATION | | | | | | | | |
|--|--|---|------------------------------|-----------------------|----------------------------------|--|-------------------|-----|
| Budget proposals 2013/14 | Narrative | Saving included in 2013/2014 Budget £'000 | Savings not achievable £000s | Delayed savings £000s | Value of Saving at Outturn £'000 | Progress Assessment at preceding quarter | Year end position | |
| Investing in fitness equipment in Leisure centres. | Projections show that investment in quality and supply of equipment will increase custom and generate more income | 100 | 0 | 0 | 100 | The equipment has been largely bought and has been aggressively marketed. Income figures looking good at present. Risk marked as medium as there is a possibility of a fall in membership as area is volatile. | Achieved | PHC |
| Removing the caretaker model at Leisure Centres | Using on site duty officers to open and close centres | 140 | 0 | 0 | 140 | This has been done | Achieved | PHC |
| Sport Wales Calls for Action - Grant Funded new bike centre at Gilwern Outdoor Pursuit centre. | Grants of up to £150k available for more innovative approach to sport development and recreation | 30 | 0 | 0 | 30 | Grants secured but bike centre not built and unlikely to be up and running this year. Saving has been achieved via other means mainly through further cleaning and caretaking savings. | Achieved | PHC |
| Collaborative procurement | Museums, libraries, tourism and countryside joint purchasing power | 20 | 0 | 5 | 15 | £10k of this is in Libraries and Museums, the other £10k is within PPE. Libraries and Museums exploring the possibilities for this. £5k from Countryside is well on the way to being achieved but not through this process. Currently managing the saving through a vacant post. | Achieved in part | PHC |
| In-house delivery of services rather than using consultants, new income generation | Invest to save model e.g. air quality assessments: a. Delivery of public health monitoring arrangements for council-owned property (e.g. legionella). Instead of using external consultants could deliver cost savings to other departments' and income to Environmental Health department. b. Further marketing and development of "Primary Authority" approach engaging businesses c. Collaborative approaches with other authorities delivering income generation by undertaking lead roles such as for delivery of private water supplies audits. | 50 | 20 | 0 | 30 | Currently the £50k looks to be too high a target. Lots being done to maximise the potential, but at this stage only £30k likely through increasing income and rationalising expenditure. | Achieved in part | PHC |
| Review of all arts/ cultural/ community grants | - Business case culture for application process - Decisions in line with furthering 3 priorities - More targeted intervention - Moving from grant culture to micro-financing - loans | 50 | 0 | 0 | 50 | This has now been split across the 3 directorates. The £16,667 that PLC are tasked with making has been achieved by a 20% cut in funding to various external organisations. It is believed that both CYP and SS have also made the required savings | Achieved | PHC |
| Abergavenny Museum site | Abergavenny museum retail £8,000 total – Café tables & chairs/vending machine generating £4,000. Pending feasibility study & checking on Marquis's cut on income, from extending events & activities e.g. Pop up restaurants in castle grounds = £4,000. | 8 | 5 | 0 | 3 | Not sure how this happened but Abergavenny had put forward an £8k investment for a £3,300 saving in year one. The £3,300 is achievable but not the £8,000 | Achieved in part | PHC |
| Museum service - Fit for the future (staff review) | | 20 | 0 | 0 | 20 | This has been saved out of the supplies & services budget. | Achieved | PHC |
| Conservation Service - income generation. | Funding is currently available as a result of a recently vacated conservator post. Proposal is to 'grow' the 2 p/t conservators posts to generate income from 2013/14. | 7.5 | 0 | 0 | 7.5 | Conservator has achieved orders to this value, so highly likely that the £7,500 additional income can be made. | Achieved | PHC |

| | | | | | | | | |
|--|--|----|----|----|----|---|--------------|-----|
| Museum fundraising | It's anticipated that the £50,000 for 2013/14 income generation will depend on applications for external funding of £37,500 to pay for a post to capitalize on new income streams. | 50 | 0 | 20 | 30 | Fundraiser updates that the £50k highly unlikely in year 1. Lots of work being undertaken to improve this in future years, by being able to access many more funding streams through a 'charitable trust' status. We were forecasting that £20k of this would be achievable at M6 but it's not looking likely this will be achieved. The £30k shortfall is still being managed through essential supplies and services spend. | Achieved | PHC |
| Voluntary Food Premises Licensing Scheme - chargeable | Not done anywhere - would be a UK first. Invite food business to voluntarily license as a food business enabling them to access consultancy support. This would assist businesses to meet food safety responsibilities and gain a good food hygiene rating under WG's proposed mandatory display scheme thus supporting public health objectives and economic development. Estimated income £10K in 13-14 building up towards £20K by 15-16. | 10 | 0 | 0 | 10 | Progress being made with this. Currently forecasting this as achievable. | Achieved | PHC |
| Monmouthpedia – commercialising IP | Scaling up the project to other towns, cities and places in the world | 10 | 0 | 0 | 10 | The project has generated £6,000 from the Digital Past Conference and £20,000 grant for the Raglanpedia project. In addition, there has been benefit in kind contributions and a model developed to provide a commercial package to roll out to other towns and communities which will be launched shortly | Achieved | PHC |
| Increased commercial focus at Caldicot Castle and Old Station | <ul style="list-style-type: none"> - Widening volunteer network scope - Commercial management company as per new report - New relationships with external funders - Examination of longer-term ownership options | 10 | 8 | 0 | 2 | Old Station Tintern are currently forecasting an over spend of approx. £8k due to visitor levels remaining at last years levels and not increasing as hoped when the saving was put forward. The problems in Caldicot Castle are still on going and will probably take the rest of the year to sort. No possibility of making any additional income from this area. | Not Achieved | PPE |
| Re-training and redeploying Adventa team members | Everyone trained to offer basic business support and development services commercially | 40 | 40 | 0 | 0 | There must be some doubt that the full £40K can be achieved. Marketing and fieldwork has been undertaken but income is yet to be generated. In addition, the Economic Development Manager has left the Authority and he was the prime mover on this project. | Not Achieved | PPE |
| Provision of commercial consultancy 'start to finish' planning service | End to end service provision | 5 | 0 | 0 | 5 | Studies are on-going working with Building Control to provide some service integration. | Achieved | PPE |
| Provision of training and HR services via Mon Enterprise | <p>Provision of training courses on how to manage people, covering the full spectrum of human resource management, including how to handle disciplinaries, how to handle grievances, how to manage redundancies, how to dismiss, how to manage sickness absence, how to have difficult conversations, how to manage performance, how to identify training needs at the 3 levels and how to meet those training needs plus many more delivered on a commercial fee basis</p> <p>Provision of a redundancy and dismissal management service offered on a commercial fee basis</p> <p>Provision of the full spectrum of human resource management services offered on a commercial fee basis (includes managing disciplinary and grievance processes)</p> | 25 | 25 | 0 | 0 | No progress to date | Not Achieved | PPE |

| | | | | | | | | |
|--|---|------------|-----------|-----------|------------|--|----------|-----|
| Increasing the capacity of the Housing Support Gateway | To merge the existing three services and provide an improved value for money service. Need to reduce the risk associated with the private rented sector NOT providing a viable housing option. This change will help to strengthen the private sector and increase the level of homeless prevention. | 10 | 0 | 0 | 10 | 8 units have been secured to date. Discussions are on-going with housing associations to secure two additional houses. | Achieved | PPE |
| Integrating the homelessness out of hours service with Torfaen and building on the shared functionality that is starting to be created | | 7.5 | 0 | 0 | 7.5 | A proposal has been agreed between MCC and TCBC and is now in place and fully functional. | Achieved | PPE |
| Developing a lodging and shared services housing scheme to provide a new more cost efficient option for Housing and Children's' Services | Potentially a big income opportunity as DWP is proposing to introduce management charge of £40 per person per week. At £7.00 income per week per place, for 50 units over a complete year this could generate £18,200 pa. This is very crude and assumes maximum usage and is not based on any modelling. | 9 | 0 | 0 | 9 | Completed and Operational | Achieved | PPE |
| Total R&C | | 602 | 98 | 25 | 479 | | | |

| | |
|---------------------------------|--|
| SUBJECT: | CAPITAL PROGRAMME 2013/14 OUTTURN STATEMENT |
| DIRECTORATE: | Chief Executive's Unit |
| MEETING: | Economy and Development Select Committee |
| DATE: | 19th June 2014 |
| DIVISION/WARDS AFFECTED: | Whole Authority |

1. PURPOSE:

- 1.1 The purpose of this report is to present the capital outturn position for 2013/14, for schemes relating to this committee. Members are asked to note that the figures provided may be subject to change during the audit process.

2. RECOMMENDATIONS:

- 2.1 That the information on the outturn position for the 2013/14 capital programme for schemes within this Select Committee portfolio is received.

3. KEY ISSUES:

Overall Summary

- 3.1 The main schemes relevant to this Select Committee are:

- Regeneration schemes which mainly comprise – Abergavenny Regeneration, Replacement Cattle Market, Rural Development Plan schemes and Caerwent House Major Repairs

- 3.2 The capital outturn position for the 2013/14 capital programme for schemes relating to this Select committee is as follows:

- A revised budget of £5,350,000 being based upon slippage from 2012-13 of £2,607,000, £3,150,000 original 2013-14 approvals, and £325,000 subsequent revisions to the 2013-14 budget, less slippage of £732,000 into 2014-14.

- Outturn expenditure was £5,538,000, resulting in a net over spend at outturn of £188,000, consequential to the Abergavenny regeneration scheme overspend of £216,000, mitigated in part by underspend of £28,000 in respect of Brewery yard scheme. Both issues were identified in earlier monitoring reports.

Appendix 1 to the report provides an explanation of the over and under spends at Outturn.

- Slippage of £732,000 was approved by Cabinet on 4th June 2014. This slippage mainly relates to:
 - Replacement cattle market (£236,000)
 - Caerwent House repairs (£300,000)
 - Development schemes <£250,000 (£193,000)

For comparison the month 10 anticipated slippage position was £779,000.

Further information is provided in Appendix 2.

4. AREAS FOR POTENTIAL SCRUTINY

4.1 The main issues for Select Committee scrutiny are:

- The volatility experienced in relation to Abergavenny Cattle Market over spend, and the potential for further unbudgeted legal costs and potential compensation consequential to the ongoing legal action in relation to historic shooting rights on the land.

5. BACKGROUND PAPERS:

Appendix 1 – Explanation of over/under spends
Appendix 2 – 2013/14 Slippage summary
Appendix 3 – Capital Receipts
Appendix 4 – Movement from Original to Revised budget

6. AUTHOR:

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1. EXPLANATION OF OVER & UNDER SPENDS AT OUTTURN

1.1 Table 1 below summarises the outturn variances for schemes relating to this committee and compares them with the variances forecast at month 10.

Table 1: Capital Programme 2013/14 – Summary Outturn Position

| Scheme Type | Revised Budget | Slippage c/f | Adjusted Budget (Reduced by Slippage) | Actual Outturn | Over/(Under) Spend at Outturn | Forecast Over/(Under) Spend at M10 |
|----------------------|----------------|--------------|---------------------------------------|----------------|-------------------------------|------------------------------------|
| | £000's | £000's | £000's | £000's | £000's | £000's |
| Regeneration Schemes | 6,082 | 732 | 5,350 | 5,538 | 188 | 219 |
| Total | 6,082 | 732 | 5,350 | 5,538 | 188 | 219 |

1.2 The main schemes contributing to the over spend of £188,000 are as follows:

1.2.1 Regeneration schemes

a) Abergavenny Regeneration

The Old Abergavenny cattle market regeneration scheme over spent by £216,000 at outturn. (£247,000 forecast at month 10)

A very significant claim has been lodged against the council for the loss of shooting rights at High House Farm. This will be subject to a preliminary hearing to determine the correct legal interpretation of relevant case law in June 2014. This hearing will determine the outcome for a significant proportion of this claim. Legal advice has been provided to the Council but the final outcome remains highly unpredictable as does the amount of compensation payable. In 2013/14 costs will be incurred for:

- 1) Legal and expert advice relating to the compensation claim for shooting rights
- 2) To provide vacant possession for Morrisons
- 3) Conclusion of negotiations with existing tenants.

An over spend of £82,000 is also anticipated in later years for legal costs in addition to the compensation potentially payable in relation to shooting rights.

b) Brewery Yard Development

The Brewery Yard Development scheme under spent by £28,000 at outturn. (As reported at month 10)

The owner of Oasthouse is now unlikely to proceed with the renovation scheme resulting in a reduced call on the balance of slippage brought forward. The deadline for the owner to claim the grant from the Authority has lapsed and there has been no contact from them.

2. 2013/2014 SLIPPAGE SUMMARY

- 2.1 For schemes within this Select Committee's portfolio, at the end of 2012/13, £2,607,000 was approved for slippage into the 2013/14 financial year, all attributable to regeneration schemes and mainly the replacement cattle market.
- 2.2 For schemes within this Select Committee's portfolio, the total slippage requested from the 2013/14 capital programme into the 2014/15 capital programme is £732,000. This represents 12% of the revised capital budget for 2013/14 of £6,082,000. This compares with the approved 2012/13 slippage of £2,607,000 which was 85% of the revised budget for 2012/13 of £3,067,000.
- 2.3 The table below analyses the schemes with slippage requested by scheme category and compares the level of slippage with that estimated at month 10.

Table 1: Capital Programme 2013/14 – Analysis of 2012/13 and 2013/14 Slippage

| | Slippage B/F From 2012/13 Approved Outturn 2012/13 £000 | Slippage C/F Outturn 2013/14 £000 | Provisional Slippage C/F Month 10 2013/14 £000 | Slippage Increase/(Decrease) since mth 10 2013/14 £000 |
|----------------------|---|--|--|--|
| Regeneration schemes | 2,607 | 732 | 779 | (47) |
| Total | 2,607 | 732 | 779 | 47 |

- 2.4 The cause of the requirement for the slippage of £732,000 can be analysed into three categories:

Third Party

Authority – Controllable by Budget Holder

Authority – Uncontrollable by Budget Holder

| Cause of Slippage | Number of Schemes | Slippage (£) |
|----------------------------|----------------------|-----------------|
| Third Party | 12 | 506,000 |
| Authority - Controllable | 1 | 226,000 |
| Authority - Uncontrollable | 0 | 0 |
| | 13 | 732,000 |

2.6 Explanation of Slippage Requests

The following major slippage requirements in the 2013/14 capital programme are to be noted:

2.6.1 Regeneration Schemes

Total slippage of £732,000 is proposed for 13 schemes, which is £47,000 less than the provisional slippage reported at month 10.

| Scheme | Slippage Outturn £ | Slippage Month 10 £ |
|------------------------------|-----------------------------------|------------------------------------|
| Replacement Cattle Market | 226,000 | 300,000 |
| Caerwent House | 300,000 | 300,000 |
| Brewery Yard | 13,000 | 13,000 |
| CED's Schemes (9 schemes) | 182,000 | 157,000 |
| Woodstock way linkage scheme | 11,000 | 9,000 |
| | 732,000 | 779,000 |

3. AUTHORITY WIDE MOVEMENT FROM ORIGINAL TO REVISED BUDGET

3.1 The revised capital budget at outturn of £30,912,000 is made up of £15,265,000 of original budget, slippage from 2012/13 totalling £12,216,000 and £3,431,000 of budget revisions.

Table 9: Summary of movement from original to revised 2013/14 capital budget

| <i>Scheme Type</i> | Original Budget £000 | Slippage b/f from 2012/13 £000 | Budget Virements £000 | Budget Revisions £000 | Revised Budget £000 |
|--------------------------------------|---------------------------------|---|----------------------------------|----------------------------------|--------------------------------|
| Asset Management Schemes | 2,783 | 1,049 | 9 | 1,189 | 5,029 |
| School Development Schemes: | 3,249 | 2,422 | 0 | 382 | 6,053 |
| Infrastructure and Transport Schemes | 4,611 | 592 | 0 | 89 | 5,292 |
| Regeneration Schemes | 3,300 | 6,746 | (9) | 765 | 10,803 |
| Sustainability Schemes | 0 | 0 | 0 | 303 | 303 |
| County Farms Schemes | 273 | 294 | 10 | 0 | 577 |
| Inclusion Schemes | 850 | 287 | 0 | 165 | 1,302 |
| ICT Schemes | 0 | 612 | 0 | 452 | 1,064 |
| Other Schemes | 198 | 214 | (10) | 86 | 488 |
| Total | 15,265 | 12,216 | 0 | 3,431 | 30,912 |
| Memorandum: Vehicle Leasing | 3,045 | 0 | 0 | (1,385) | 1,700 |

3.2 Virements made within the programme have, as expected, had no net effect on the programme. All virements have been processed in accordance with the virement rules outlined with the Authority's Financial Regulations.

3.3 The £3,431,000 of budget revisions during 2013/14 has decreased by £231,000 from the £3,662,000 reported at month 10 and comprises the following items:

- i. £1,189,000 Asset Management schemes - £915,000 County Hall demolition and remodelling (Torfaen share), £266,000 Drainage works at Caldicot Comprehensive and Leisure Centre site, £200,000 Car Park Granville and

Wyebridge street, £25,000 Car Park Riverside, south of rowing club, £100,000 Thornwell Sewerage Diversion. Less capital expenditure transferred to revenue as deemed to be revenue in nature, £317,000.

- ii. £382,000 School Development Schemes - £349,000 New Raglan Primary 21st Century Schools, £33,000 Flying Start Minor Improvements, increase in grant.
- iii. £89,000 Infrastructure and Transport schemes - £65,000 RTCG Road Safety, £80,000 Walking and Cycling scheme, £10,000 Rail Strategy Update. Less capital expenditure transferred to revenue as deemed to be revenue in nature, £66,000.
- iv. £765,000 Regeneration schemes - £440,000 Section 106 schemes, £300,000 Caerwent House major repairs, £25,000 Woodstock Way Linkage scheme.
- v. £303,000 Sustainability schemes – PV Schemes various sites
- vi. £165,000 Inclusion schemes – Low Cost Home Ownership
- vii. £452,000 ICT schemes - £220,000 Replace MCC central storage devices, £45,000 purchase of Sharepoint and active directory licences, £20,000 replacement of video conferencing facilities, £87,000 Sims Development Costs, £48,000 Agresso Upgrade, £13,000 Provision of online facilities (Revenues), £9,000 Feasibility Study for provision of Wi-Fi, £10,000 Development of digital strategy and action plan.
- viii. £86,000 Other Schemes – £10,000 increase in asset disposal costs budget, £76,000 revenue expenditure transferred to capital as deemed to be capital in nature.

3.4 All of the revisions and future year changes are supported by Member decisions or awarding documentation where appropriate.

| Economy and Development Select Committee | | |
|---|--|--|
| Scrutiny Role | Purpose of Scrutiny | Meeting Date |
| Budget, Performance and Risk Monitoring | | |
| <u>Quarterly Budget Monitoring</u> (To review the financial situation for the directorate and schools, identifying trends, risks and issues on the horizon with overspends/underspends). | <ul style="list-style-type: none"> - Month 8 Capital Budget Monitoring - Month 9 Revenue Budget Monitoring - Month 10 Capital Budget Monitoring - Revenue and Capital Outturn reports - No report - Month 3 Revenue & Capital Budget Monitoring - No report - No report - Month 6 Revenue & Capital Budget Monitoring - Month 9 Revenue & Capital Budget Monitoring - No report | 30 th January 2014 13 th March 2014 9 th May 2014 19 th June 2014 24 th July 2014 4 th September 2014 16 th October 2014 20 th November 2014 8 th January 2015 5 th March 2015 23 rd April 2015 |
| Initial Budget Briefing on MTFP 2015-2016 | Report being presented to Cabinet 4 th September on Medium Term Financial Plan for year ahead. | Autumn 2014 |
| Budgetary Context Meeting | Context setting of next year's budget - Committee to discuss areas identified / proposals being put forward. | Autumn 2014 |
| Budget Setting | Consideration of capital and revenue budget proposals for the 2015/16 budget. | January 2015 |
| Improvement Plan 2013-16 | Full year 2013-14 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'. | 19 th June 2014 |
| | 6 Months 2014-2015 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'. | 16 th October or 20 th November 2014 |
| Outcome Agreements | The Council has a 3-year Outcome Agreement with the Welsh Government from 2014 - 2017, which outlines mutually beneficial targets and milestones that the Council will work towards, depending on performance (this is built into the medium term financial plan). The Select Committee is responsible for scrutinising performance of outcomes annually. | 19 th June 2014 |
| | | 16 th October or 20 th November 2014 |

| Economy and Development Select Committee | | |
|--|---|--|
| Scrutiny Role | Purpose of Scrutiny | Meeting Date |
| Quarterly Risk Monitoring | Scrutiny of the Whole Authority Risk Log - log of risks which affect the Council as a whole, risks which if not managed, could jeopardise the council's ability to achieve its outcomes and improvement objectives for communities, as well risk to delivering on statutory plans and/or operational services. The Select Committee has responsibility to monitor and challenge performance in relation to mitigating risks. | Special in December 2014 |
| Pre-decision Scrutiny | | |
| Review of Car Parking | Revised report from Consultants for pre-decision scrutiny. Report to be discussed by Area Committees before returning for further scrutiny. Date of return to scrutiny TBC. | 20 th November 2013 20 th February 2014 Special June /July |
| Monitoring Performance | | |
| i County | TBC | 19 th June 2014 |
| Leisure Services | Annual performance report. | TBC |
| CMC ² - Community Interest Company leading green and digital growth | Annual performance report. | TBC |
| Planning and Development | Annual performance report. Post systems-review. | TBC |
| Section 106 Agreements | Annual performance report. | TBC |
| Tourism | 6 Monthly performance report. <ul style="list-style-type: none"> • To monitor the progress of MCC Tourism Alliance Forum • Progress monitoring of the delivery of the Destination Plan • Pre-decision scrutiny on any significant decisions relating to tourism. • A retention policy to limit frequent changes of use (hotel to residential). • A Strategy for Events. • Review major events and their impact. | 19 th June 2014 |

| Economy and Development Select Committee | | |
|---|---|--------------------------------|
| Scrutiny Role | Purpose of Scrutiny | Meeting Date |
| SRS | Scrutiny of the performance of the Shared Resource Service (SRS). <ul style="list-style-type: none"> An in-depth review is being undertaken of the SRS. Initial findings to be shared with the committee, further areas for scrutiny to be identified. | 24 th July 2014 |
| Cardiff Capital Region Board | 6 Monthly performance report. <ul style="list-style-type: none"> Does MCC have a sufficiently strong profile? The Metro - how are we profiled in this? How do we relate to nearby cities such as Bristol? Are we benefitting from being included in the CCRB? | 4 th September 2014 |
| Annual Directors Report on Regeneration | Annual performance report. | 16 th October 2014 |
| Policy Development | | |
| Museums | Following consideration of the draft business plan and budget proposals, committee would like a final report summing up the policy position. | TBC |
| Gilwern Cycle Track | Scrutiny of the Business Plan | TBC |
| Caldicot Castle | Scrutiny of the Business Plan | TBC |



Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

| Subject | Purpose | Consultees | Author |
|---|--|--|---------------|
| 28TH MAY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Creation of a Strategic Transport Member/Officer Working Group | To create a member/officer working group to support the Cabinet member by considering and recommending on all strategic aspects relating to transport and to promote Monmouthshire’s best interests . This will be in relation to all matters relating to public transport (local, regional and national) and strategic matters relating to the development of transport infrastructure (rail and road). | Cabinet Members Leadership Team Appropriate Officers | Roger Hoggins |
| 4TH JUNE 2014 – CABINET | | | |
| Welsh Language Annual Monitoring Report 2013 -14 | Reporting upon progress in achieving the actions specified in the Council’s Welsh Language Scheme. | Cabinet Members Leadership Team Appropriate Officers | Alan Burkitt |
| Monmouth S106 Off Site Recreation Funding | | Cabinet Members Leadership Team Appropriate Officers | Mike Moran |

| Subject | Purpose | Consultees | Agenda Item 11ii |
|---|--|--|------------------|
| | | | Author |
| Changes to the School Budget Forum Terms of Reference | To agree the proposed changes to the terms of reference for the school budget forum, including membership. | Cabinet Members Leadership Team Appropriate Officers | Nikki Wellington |
| Breakfast Club Proposals and Budget Changes | A full review of the operating of Breakfast clubs and proposals for future provision to ensure sustainability | Cabinet Members Leadership Team Appropriate Officers | Nikki Wellington |
| Revised budget monitoring arrangements for 2014/15 | To review the arrangements for monitoring the budgets through Cabinet and Select Committees and propose a revised timetable and format | | Joy Robson |
| Welsh Church Fund Working Group | | | Dave Jarrett |
| Capita Gwent Consultancy Ltd Pension issue | To outline the situation in respect of the outstanding pension liability following the termination of the Gwent Consultancy framework agreement and to seek approval to a negotiated settlement with Capita Gwent Consultancy within the parameters set out in this report | | Joy Robson |
| MCC Safeguarding and Child Protection Policy | The Safeguarding Children in Education Policy November 2012 was signed off by cabinet on 23rd November 2012. It is good practice to review new policies within 12 months of implementation and consultation took place across agencies in August to September 2013 which was followed by a revised policy being developed in November 2013. The revised policy, Safeguarding and Child Protection Policy November 2013, contains minor amendments which were based on consultation feedback. | | Simon Burch |
| Revenue Outturn Report | To provide members with information on the revenue outturn position of the Authority at the end of the 2013/14 financial year. | | Mark Howcroft |
| Capital Outturn Report | To present the draft capital outturn expenditure for 2013/14 compared to the total budget for the year. | | Mark Howcroft |

| Subject | Purpose | Consultees | Agenda Item 11ii Author |
|---|---|--|-----------------------------------|
| 11TH JUNE 2014 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Proposed 20mph Speed Limits, Thornwell Area, Chepstow | To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994. | Cabinet Members Leadership Team Appropriate Officers | Paul Keeble |
| Establishment ASD Community Support Worker Post – Monmouthshire and Torfaen – Temporary until 31 March 2015 | To seek permission to establish a new temporary post of Community Support Worker working across Monmouthshire and Torfaen for adults with Asperger's Syndrome or High Functioning Autism . | Cabinet Members Leadership Team Appropriate Officers | Bernard Boniface |
| The granting of an easement to Llangybi Allotment Society at Llangybi Recreation Ground | | | Gareth King |
| 17th JUNE 2014 – SPECIAL CABINET | | | |
| Restorative Approaches | | | Will McLean |
| Programme Management | To review and update the authority's Programme Management structure. | Cabinet Members Leadership Team Appropriate Officers | Sian Hayward |
| People Strategy | To review and update the Authority's People Strategy. | Cabinet Members Leadership Team Appropriate Officers | Sian Hayward/ Marilyn Maidment |
| The Monmouthshire Lottery | | | Cath Fallon |
| Monmouthshire Enterprise Redundancy Provisions | | | Cath Fallon |
| CMC ² Business Plan | | | Peter Davies |
| Local Government Pension Scheme Discretions | To review and update the Council's HR policies reflective legislative and process changes. | Cabinet Members Leadership Team Appropriate Officers | Marilyn Maidment |
| Digital Road Map (iCounty Strategy) | | Cabinet Members Leadership Team Appropriate Officers | Kellie Beirne/Matt Lewis |

| Subject | Purpose | Consultees | Agenda Item 11ii Author |
|---|---|--|----------------------------|
| Sale of Land at Mynydbach to MHA | Call-in from Strong Communities Select Committee | Cabinet Members Leadership Team Appropriate Officers | Deb Hill-Howells |
| 25TH JUNE 2014 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Proposed 20mph Speed Limits, Thornwell Area, Chepstow | To consider the proposed order subsequent to representations received following advertisement in accordance with the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1994. | Cabinet Members Leadership Team Appropriate Officers | Paul Keeble |
| Statement of Intent for Delivering Health and Social Care for Older People with Complex Needs | | Cabinet Members Leadership Team Appropriate Officers | Simon Burch |
| The granting of an easement for a three phase electric supply at Llangovan | | Cabinet Members Leadership Team Appropriate Officers | Gareth King |
| Establishment of Youth Service Post | | Cabinet Members Leadership Team Appropriate Officers | Jason O'Brien |
| 26TH JUNE 2014 – COUNCIL | | | |
| Poverty in Monmouthshire | | | Will McLean |
| Engagement Framework | | | Will McLean |
| 21 ST Century Schools Capital Programme | Approve Programme of Works. | | Simon Kneafsey |
| Chief Officer Annual Report | | | Simon Burch |
| Member Review and Development | | | Tracey Harry |
| 2ND JULY 2014 – CABINET | | | |
| Private Sector Loan Scheme | To agree to participate in and support the | Cabinet Members | Steve Griffiths |

| Subject | Purpose | Consultees | Agenda Item 11ii Author |
|--|--|---|--------------------------------|
| | administration of the Welsh Government Private Loan Scheme. | Leadership Team | |
| Integrated Housing Options Service with TCBC | | Cabinet Leadership Team | Ian Bakewell |
| 21 st Century Schools Capital Programme | To approve the capital budgets for Monmouth and Caldicot Comprehensive school projects subject to final approval of the full business case and 50% funding by Welsh government. | | Joy Robson |
| Caerwent S106 Off Site Recreation Funding | | Cabinet Members Leadership Team Appropriate Officers | Mike Moran |
| Future of Cemetery Provision in North East Monmouthshire | To update Cabinet on the current position regarding the proposed site in the North East of the County; For Cabinet to make a decision on progressing with this site given the information shown in the update; Depending on the outcome of 1.2, for Cabinet to make a decision regarding future burial provision in Central Monmouthshire. | Cabinet Members Leadership Team Appropriate Officers | Debbie McCarty/ Alan Browne |
| Options for future library provision and capital investment in Abergavenny | | Cabinet Members Leadership Team HR, Unions, Finance Appropriate Officers | Roger Hoggins |
| JULY 2014 – SPECIAL COUNCIL | | | |
| Review of Constitution (including Financial Procedure Rules) | | | Murray Andrews/ Rob Tranter |
| | | | |
| 9TH JULY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Welsh Language Commissioner Standards Investigation | | Cabinet Senior Leadership Team | Alan Burkitt |
| 16TH JULY 2014 – CABINET | | | |

| Subject | Purpose | Consultees | Agenda Item 11ii Author |
|---|---|--|-------------------------------------|
| | | | |
| | | | |
| 23RD JULY 2014 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| | | | |
| 31ST JULY 2014 – COUNCIL | | | |
| 21 st Century Schools Capital Programme | To approve the capital budgets for Monmouth and Caldicot Comprehensive school projects subject to final approval of the full business case and 50% funding by Welsh government. | | Joy Robson |
| Monmouthshire County CAB | Presentation on arrangements for Monmouthshire County Citizens Advice Bureau | Cabinet Members Leadership Team Appropriate Officers | Shirley Lightbound/Bridgett Barnett |
| 3RD SEPTEMBER 2014 – CABINET | | | |
| School Catchment Area Review | To consider the recommendations made by the Member Working Panel and to seek agreement to consult on those proposals. | Cabinet Members Leadership Team Appropriate Officers | Cath Sheen |
| Review of Public Protection | To review the arrangements for public protection implemented in March 2014 to ensure the service is fit for purpose. | Cabinet Members Leadership Team Appropriate Officers | Dave Jones/Graham Perry |
| New ASB Crime & Policing Act 2014 particularly in relation to the new Community Trigger | | Cabinet Members Leadership Team Appropriate Officers | Andrew Mason |
| | | | |
| | | | |
| 25th SEPTEMBER 2014 – COUNCIL | | | |
| MCC Audited Accounts 2013/14 | | | Joy Robson |
| ISA 260 Report | | | Wales Audit Office |
| | | | |
| 1ST OCTOBER 2014 – CABINET | | | |

| Subject | Purpose | Consultees | Agenda Item 11ii Author |
|--|-----------|--|----------------------------|
| Review of allocation policy | | Cabinet Members Leadership Team Appropriate Officers | Ian Bakewell |
| Future of Recycling Services | | Cabinet Members Leadership Team Appropriate Officers | Rachel Jowitt |
| 5TH NOVEMBER 2014 – CABINET | | | |
| | | | |
| | | | |
| 13TH NOVEMBER 2014 – COUNCIL | | | |
| | | | |
| | | | |
| DECEMBER 2014 – INDIVIDUAL DECISION | | | |
| Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995 | Proposals | | Joy Robson |
| JANUARY 2015 – INDIVIDUAL DECISION | | | |
| Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995 | Results | | Joy Robson |
| 26TH FEBRUARY 2015 – COUNCIL | | | |
| Final composite council tax resolution | | | Joy Robson |
| Treasury Management Strategy 2014/15 | | | Joy Robson |

