

12th November 2014**Notice of Meeting:****Economy and Development Select Committee****Thursday, 20th November 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.	Apologies for absence.
2.	Declarations of Interest.
3.	Public Open Forum.
4.	To receive a discussion paper to inform revision of Monmouthshire's Destination Plan and for members to contribute to development of the plan (copy attached).
5.	To scrutinise Quarter 2 Performance Report: Improvement Objective (copy attached).

<p>6.</p>	<p>Work Programme (copies attached):</p> <ul style="list-style-type: none">i) Economy & Development Select Work Programme for 2014 – 2015ii) The Cabinet Forward Work Planner
<p>7.</p>	<p>Summing up and date and time of the next meeting.</p> <ul style="list-style-type: none">• Thursday 8th January 2015 at 10am.

Paul Matthews,
Chief Executive

Economy and Development Select Committee

County Councillors:

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

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

SUBJECT: Discussion Paper to Inform Revision of Monmouthshire's Destination Plan

MEETING: Economy & Development Select Committee

DATE: Thursday 20 November 2014

DIVISIONS/WARDS AFFECTED: All

1 PURPOSE

- 1.1 To provide members with a discussion paper to stimulate debate to inform the revision of Monmouthshire's Destination Plan.

2 BACKGROUND

- 2.1 Monmouthshire's existing [Destination Development Plan](#) was approved in November 2012. There is a need to assess performance of the current plan and review and update the plan to ensure it remains fit for purpose and that it continues to reflect Council, and other public, private and voluntary sector stakeholder priorities.

- 2.2 Tourism is vital to Monmouthshire's economy generating income to support a wide range of businesses that directly or indirectly benefit from visitor spending or that supply or service the county's tourism industry, including the retail and catering sectors and food and drink producers. According to STEAM, tourism generated £165m for Monmouthshire in 2013 with more than 2m visitors. Tourism also provides opportunities for enterprise and employment, and is a significant employer in the county. According to the [Welsh Government Local Authority tourism profile for Monmouthshire](#), tourism employment accounts for approximately 12% of all employment in the county. Tourism revenue per capita is the highest in SE Wales, highlighting that Monmouthshire is more reliant on its visitor economy than any other local authority in the region, so it is critical that there is a strategic destination plan in place which provides a framework for:

- Addressing the priorities for improving and developing Monmouthshire's visitor product
- Partnership working to make best use of available resources and drive up the quality of the visitor experience
- Accessing external funding for tourism development and promotion

- 2.3 This discussion paper will help inform Monmouthshire County Council's input into Monmouthshire's revised Destination Plan.

3 KEY ISSUES

- 3.1 This report assesses the performance of Monmouthshire's approved Destination Plan against stated objectives and outlines progress on delivery of the strategic programmes contained within it designed to make the most of Monmouthshire's visitor product strengths, address the identified product deficiencies and capitalise on the product development opportunities for Monmouthshire.

- 3.2 The new Head of Tourism, Leisure and Culture post presents an opportunity to raise the profile of the Destination Plan and the identified priorities within it across the Council to ensure that tourism priorities are considered at a strategic level and all potential tourism opportunities are realised.
- 3.3 Although Visit Wales's regional engagement arrangements have changed its commitment to effective destination management through partnership working remains strong. The proposed new national structure for delivering Welsh Government's Partnership for Growth strategy for Tourism (2013-2020) and Framework Action Plan is included in Appendix 1. There is an opportunity through the newly created Destination Management Group, on which the Head of Tourism, Leisure and Culture sits to agree regional priorities and develop collaborative regional tourism funding bids to progress them.
- 3.4 All future external funding for development and promotion of tourism will be dependent on not only having an approved plan in place, but also on the ability to demonstrate genuine and visible partnership working with the two private sector destination tourism associations operating in Monmouthshire – Brecon Beacons Tourism and Wye Valley & Forest of Dean Tourism Association Ltd.
- 3.5 It is critical that there is synergy between the revised Destination Plan for Monmouthshire and the identified priorities of the Brecon Beacons and Wye Valley & Forest of Dean Sustainable Destination Partnerships. These are the two destination management partnerships recognised by Visit Wales, and on which Monmouthshire County Council and the two private sector destination tourism associations sit, alongside other public and voluntary organisations involved in destination management in these geographical areas.
- 3.6 There needs to be a mechanism for Monmouthshire town / whole place teams to feed their tourism aspirations into the two destination partnerships to ensure they are market focused, and subject to support of the industry being secured, they can be included in relevant destination plans, in order to be progressed in partnership with the industry and / or feature in future funding bids.

4 RECOMMENDATIONS

- 4.1 Members should use this information and document to understand and discuss the issues to contribute to the development of the revised plan.

AUTHOR

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DISCUSSION PAPER TO INFORM REVISION OF MONMOUTHSHIRE'S DESTINATION DEVELOPMENT PLAN

INTRODUCTION

Monmouthshire's Destination Development Plan was approved in November 2012 on the basis of resources identified for tourism at that time. The Plan was the result of a comprehensive consultation process involving businesses, stakeholders & members. Its aim was to establish a framework for public, private and voluntary sector partnerships working to address the identified priorities for improving and further developing Monmouthshire's visitor product over the period 2012-2015.

This section of the discussion paper assesses the success of the approved plan in terms of the extent to which the original objectives have been achieved. It is however recognised that destination performance is influenced by a wide range of factors beyond the scope of the plan particularly the performance of the wider economy and the weather. An assessment of progress made on achieving the eight stated objectives of the plan is as follows:

1. To achieve a more strategically driven and coordinated approach to developing the visitor product of Monmouthshire

A Destination Development Team was established on approval of the plan to drive forward the identified programmes. However, ongoing restructures, budget cuts and changing priorities / roles of destination team staff have prevented this work continuing in as focused a way since the chair of the team left the authority in July 2013.

2. To focus firmly on priorities in order to make the best use of available resources

Since approval of the plan in November 2012, all externally funded tourism projects have been required to demonstrate links with Monmouthshire's destination development plan and as a result have focused available resources firmly on identified / agreed development priorities.

3. To engage tourism businesses and stakeholder organisations in productive partnership working that is relevant to their interests and makes the best use of available budgets and manpower resources

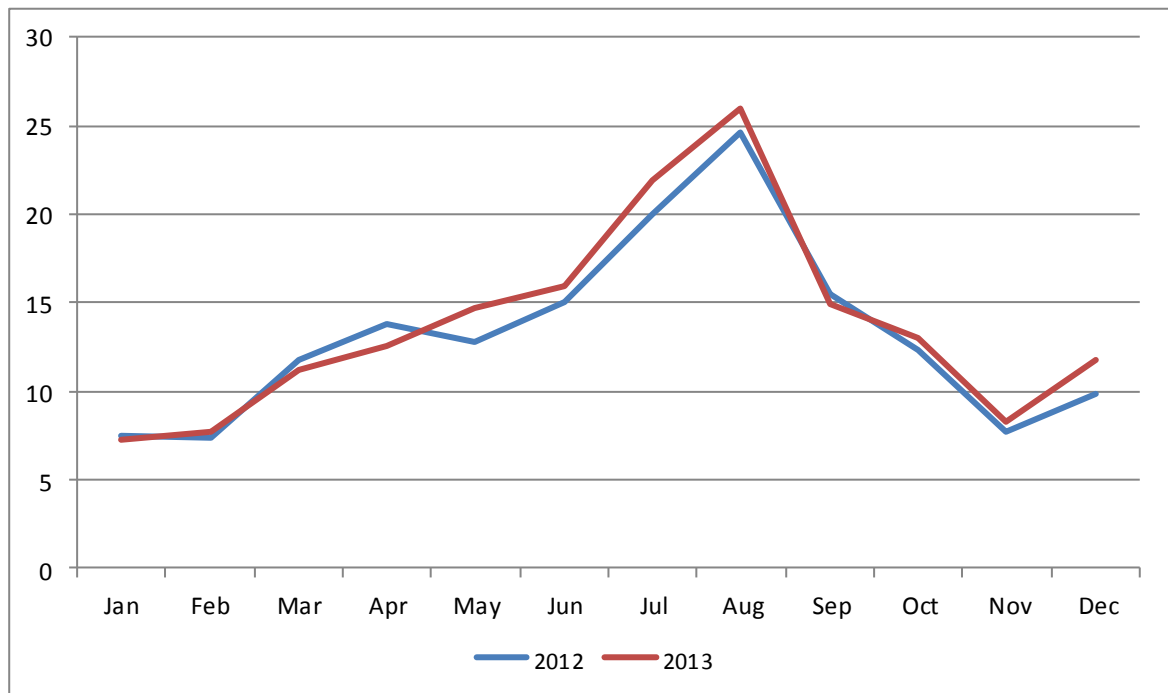
Relationships between Monmouthshire tourism and the two destination partnerships have become stronger as a result of the approved Destination plan and the collaborative projects that have arisen from it. These partnerships are now well established, the Brecon Beacons Sustainable Destination Partnership is already formally constituted, the Wye Valley & Forest of Dean Destination Partnership is about to be and both are recognised by Visit Wales as formal mechanisms for engagement with destination stakeholders.

One of the most successful areas of collaborative working has been the collaborative and ongoing PR contracts commissioned by both destination partnerships, with buy-in from all partners. A press trip organised as part of the Brecon Beacons collaborative PR contract in advance of the Tour of Britain press trip brought a number of key journalists into the area. Coverage included the following feature in the Telegraph's Tour of Britain sport supplement <http://www.telegraph.co.uk/sport/othersports/cycling/11073180/Tour-of-Britain-2014-The-rough-and-Tumble-of-Iron-Mountain.html> and a feature in The Sun. The following video was also produced as part of this press trip <https://www.youtube.com/watch?v=b9VT0poBShE>

4. To develop year round visitor demand

Tourism is relatively seasonal in Monmouthshire with more than two thirds of visits taking place between April and September with a notable August peak. Fig 1 below shows that there was little difference in seasonality between 2012 and 2013. The 2014 STEAM results won't be available before April next year. It is hoped that the collaborative PR contracts which were commissioned to address seasonality and late availability will have made a difference in 2014.

Fig 1 : Economic Impact £m by Month 2012 - 2013



5. To increase visitor satisfaction with the Monmouthshire visitor experience

Delivering a positive experience to visitors while they are in the destination is the most effective and sustainable form of marketing, as it generates repeat visits and recommendations to family and friends. These word of mouth recommendations are becoming increasingly powerful as people become less trusting of traditional advertising, and customer review sites grow in importance in influencing bookings.

While not every visitor uses all services available, our online visitor survey shows that Monmouthshire is meeting and exceeding expectations for almost all visitors.

In particular, visitor attractions are exceeding expectations overall as well as in customer service and quality of goods and services.

Results of the 2012 visitor survey show that 93% of visitors would recommend Monmouthshire to others. In the 2013 survey this figure increased to 94%.

The results of the 2013 visitor survey also show that scenery and countryside, and attractions were the most enjoyable aspects of people's visits to Monmouthshire. These are also two of the biggest influences on people's decision to visit, so people are getting what they had hoped for from their visit.

Over half of people who took part in the survey said there was nothing about the trip to be improved upon.

8% of people said their trip could have been improved by spending more time there, and a further 8% said better signs would improve their trip.

A large proportion of visitors to Monmouthshire are repeat visitors – almost $\frac{3}{4}$ of our sample had visited Monmouthshire previously.

The following businesses have won Visit Wales Gold Awards during the plan period:

- The Bell at Skenfrith
- The Courtyard – Caldicot
- Fairfield Bungalow – Monmouth
- Gentle Jane’s Tearoom – Grosmont (now closed)
- The Hardwick – Abergavenny
- Llansantffraed Court Country House Hotel – Abergavenny
- The Marriott, St Pierre – Chepstow

6. To drive up tourism business performance in the county

According to STEAM 2013, tourism revenue in Monmouthshire grew by 1% between 2012 and 2013.

Tourist numbers increased overall by 2% between 2012 and 2013. There was no change in total tourist days. Tourist days in serviced accommodation increased by 6%, and day visitor days increased by 2% but these increases were cancelled out by the 8% reduction in tourist days associated with non-serviced accommodation.

Direct and indirect visitor spending supported 2702 FTE jobs in 2013. Almost a third of these were in the accommodation sector.

In these three key aspects of tourism performance (economic impact, visitor numbers and employment) over the period 2002 – 2013 the trend is positive, with 2008 and 2011 showing as exceptionally good years.

7. To responsibly grow the economic, environmental and social contribution of the visitor economy of Monmouthshire

A number of projects have been delivered during the plan period which have delivered social and environmental benefits. These include MonmouthpediA which achieved high levels of community engagement, and a project at St Teilo’s church, Llantilio Pertholey which extended an established footpath along the Gavenny river to provide access to the river and protect the river bank from erosion. The project included the development of new interpretation to increase understanding of the ecology of the river and its bank. A similar interpretation project was developed along the Monnow in conjunction with Monmouth Anglers Society. This included advice aimed at conserving fish stocks and raising awareness of the fish pass installed as an environmental improvement to the hydroelectric scheme. Tourism signage improvements will

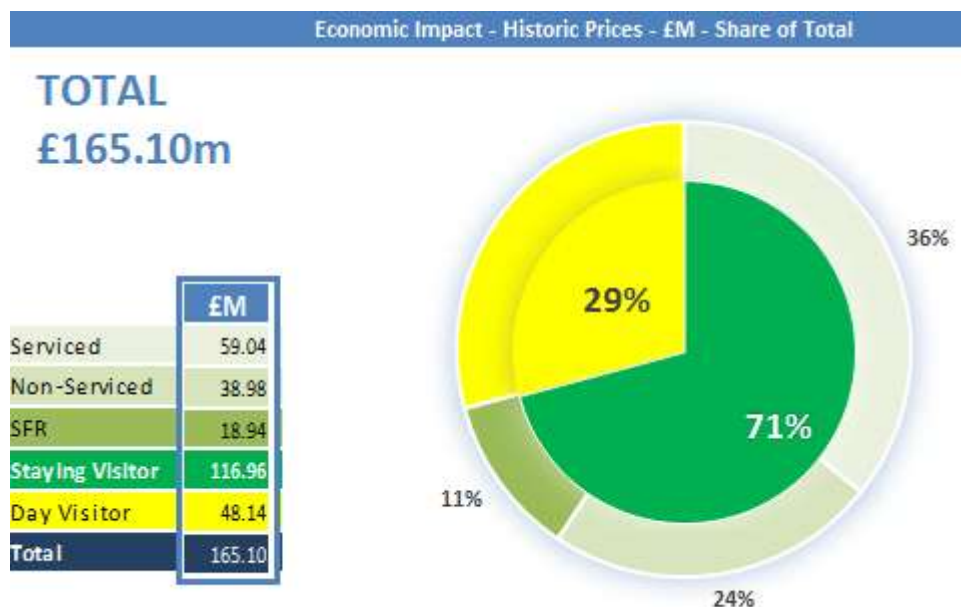
also inevitably have delivered environmental benefits by reducing unnecessary mileage and carbon emissions.

8. To contribute significantly to the development of the regional and national visitor economy of Wales

According to STEAM, Monmouthshire’s market share fell slightly as a percentage of Wales’s total tourism revenue from 2.72% in 2012 to 2.68% in 2013. There were particularly tough trading conditions over this period and rural areas of Wales performed less well than urban and coastal areas.

Although Monmouthshire is performing less well than the Wales average, in terms of economic impact, it is performing slightly better than the rural Wales average. Fig 2 below shows the relative importance of the staying visitor as a share of Monmouthshire’s total tourism revenue (worth £116.96m of a total £165.10m), with more than half of this (£59.04M) generated by visitors staying in serviced accommodation.

Fig 2 : Economic Impact – Importance of Staying Visitors to Monmouthshire’s Economy



Monmouthshire’s serviced accommodation continued to perform significantly better than the rural Wales average for this sector in 2013, with an 8% increase in revenue and a 6% increase in visitor numbers and visitor days, showing that visitor yield is recovering in this sector in Monmouthshire since 2012.

In contrast, non-serviced accommodation - which represents 60% of the county’s total accommodation - has continued to perform poorly, as it has for Wales as a whole, with an 8% drop in revenue, a 9% fall in visitor numbers and an 8% reduction in tourist days. (i.e. less visitors staying in non-serviced accommodation for less time than in 2012). The touring caravan and camping sector has fared particularly badly with an 11% drop in occupancy between 2012 and 2013. With more than 70% of Monmouthshire’s non-serviced accommodation in this sector, (more than 4% of the Welsh total) Monmouthshire’s tourism performance has been disproportionately affected.

IDENTIFIED OPPORTUNITIES FOR TOURISM GROWTH

The following opportunities are identified for growing the benefits of tourism in Monmouthshire:

- **REBALANCING MONMOUTHSHIRE'S ACCOMMODATION PROFILE**

Without an increase in the amount of serviced accommodation and a more balanced non-serviced accommodation profile it will be difficult for Monmouthshire to achieve the same levels of growth as other areas of SE Wales, which have more serviced accommodation and less touring caravan and camping accommodation compared with Monmouthshire. Rebalancing Monmouthshire's accommodation profile should therefore remain a priority. An accommodation development strategy was completed in February 2013 which contains recommendations to address the imbalance.

- **TOWN & VILLAGE EXPERIENCE DEVELOPMENT PLANS**

Significant improvements to visitor signage (highways and pedestrian) have been delivered in key Monmouthshire settlements through the RDP Axis 3 Welcome Monmouthshire project. There have also been improvements in the delivery of interpretation at key heritage sites within the towns, for example in the Monnow Bridge Gatehouse in Monmouth and at St Mary's Priory Church in Abergavenny which has benefited from a new digital tour guide experience developed under the same project. Further improvements are planned with the development of green screen experiences at six MCC operated attractions, to help bring the stories of these sites alive to visitors. A visitor experience development and a digital interpretation plan have also been completed for Abergavenny which include recommendations for interpreting the food and built heritage of the town.

There is still a need however for visitor experience audits, visitor surveys and tourism industry consultations to be undertaken as part of the whole place plan process to ensure visitor needs are fully addressed and that the relevant destination partnership supports and engages with tourism development across all Monmouthshire's towns and villages.

- **WALKING & CYCLING PRODUCT DEVELOPMENT**

A huge amount of progress has been made on walking product development, including the completion of a Monmouthshire Walking Product Development Strategy to prioritise development and match product with markets. Some key achievements include the Walkers are Welcome accreditation in Abergavenny, Chepstow, Monmouth & Tintern. New circular routes have been developed off the Wales Coast Path and the Usk Valley Walk, Time Travel routes developed in Sudbrook, Shirenewton and Gray Hill, and short geocaching trails for families developed by Tintern Walkers are Welcome group. In addition, a new online resource is about to be launched which provides a range of online resources for Monmouthshire community groups and volunteers involved in development, maintenance and promotion of routes.

There is a need to continue to deliver the recommendations of the walking product development strategy and an opportunity to replicate the process, which needs to begin with a product development strategy for cycling to build on the success of the cycling events and the raised profile of Monmouthshire as a cycling destination to ensure Monmouthshire delivers a consistent, safe and positive cycling experience to visitors.

• **FOOD TOURISM PRODUCT DEVELOPMENT**

Food & drink remain Monmouthshire's strongest area of competitive advantage. The following awards have been won since the plan was approved in 2012.

National Restaurant Awards

- The Hardwick – Best Restaurant in Wales (20th overall in UK) Owner and Chef Stephen Terry cooked for World leaders at banquet at Cardiff Castle during NATO Summit.
- The Walnut Tree – 28th Overall.

Michelin Stars

- One – The Walnut Tree
- One – The Crown at Whitebrook

National tourism Awards for Wales

- Best Place to Eat (Café) – Old Station Tintern
- Best Place to Eat (Small Restaurant) – Llansantffraed Court Hotel
- Best Place to Eat (Pub) – The Bell at Skenfrith
- Best Event – Abergavenny Food Festival

Top City & Country Hotel Tea Awards 2013

- Award of Excellence – Angel Hotel

Observer Food Monthly 2013 Awards

- Best Restaurant – Hardwick, Runner Up

Abergavenny Food Festival has continued to thrive since winning the Best Event in Wales in 2013, this year attracting an estimated 45,000 visitors over the course of the weekend. The event has now been recognised as a signature event by Visit Wales & Visit Britain.

Despite a significant amount of support for food businesses through the adventa food development and tourism projects, it remains difficult to buy local food and drink products in Monmouthshire's towns, outside of farmers' markets and food festivals, and the interpretation of Monmouthshire's rich food producing landscape and its high quality artisan products is patchy.

• **EVENTS & FESTIVALS DEVELOPMENT**

Events and festivals are an important driver of visits to the destination and are a useful means of addressing seasonality by boosting off peak demand. A wide range of new events have been introduced which have attracted significant numbers of visitors to the

area. New events to Monmouthshire this year included the Wye Valley River Festival in May, the National Cycling Championships in June and the Wales Open Criterium in Chepstow in July. In addition, Chepstow racecourse has hosted an exciting programme of new events including the Sunrise Celebration which relocated to Monmouthshire for the first time this year. The Tour of Britain passed through Monmouthshire for the first time, on September 9th with the end of the third stage of the race finishing on The Tumble, near Abergavenny. In October, the National Walkers are Welcome conference came to Chepstow, reflecting the upsurge in Walkers are Welcome accredited towns and villages in Monmouthshire and the exceptional walking routes of the county.

There is an opportunity through the new events strategy to support and encourage events to celebrate the distinctive culture of Monmouthshire, helping to deliver major events alongside support of grass route events to create legacy visitor products, e.g. new interpretation, themed routes, fringe events etc to ensure maximum potential benefits are realised for the destination. This could include the development of a Monmouthshire Christmas festival, for example, to boost demand over a traditionally quiet period and to celebrate Monmouthshire's unique customs and traditions relating to religion, food and drink, etc. It is critical that the new events strategy is fully integrated with the events and festivals programme within the destination plan to deliver maximum benefits and facilitate access to external funding streams for tourism.

- **VISITOR INFORMATION DEVELOPMENT**

The fact that visitors are highly likely to return to the destination presents an opportunity to market a wide range of experiences to visitors while they are in destination to encourage them to visit other attractions and businesses when they return to the destination.

Given the economic value of the service (£12.79 net additional value of each TIC enquiry), our aim has been, despite the significant budget cuts, to ensure a high quality visitor information service continues to be delivered in Abergavenny, Chepstow and Monmouth, to meet the needs of both visitors and businesses. The priority has been to develop a more sustainable model for this service. In Abergavenny a shared service model is already operating in Tithe Barn, in partnership with Abergavenny Town Council, Brecon Beacons National Park Authority and St Mary's Priory Trust. We are hoping to develop a similar model in Chepstow and to provide further training and support for some of our Monmouthshire Ambassadors to equip them for voluntary TIC roles.

Digital information kiosks are installed at six key visitor sites across the county. We are working to improve the quality of visitor information on these kiosks with the transfer of product data from the existing web4u database to the new National Wales Product Database. This means that businesses will only need to update their entry once, and this information will be fed to the visitor information kiosks, the new VisitMonmouthshire website, the Southern Wales website and the Visit Wales website.

We will continue to work with partners to create, share and distribute content that presents clear reasons to visit Monmouthshire and is presented in ways that make it easier to discover and access specific products, packages and offers.



140 ambassadors have been trained to date under the RDP Next Steps project. These are people who feel passionately about Monmouthshire and who:

- Are able and willing to provide a warm welcome to visitors
- Are willing to share their knowledge of the area with visitors
- Can encourage our visitors to stay longer & explore more
- Can add value to the experience of visitors so they recommend Monmouthshire to others and want to come back themselves
- Encourage visitors to provide feedback on their experience (via the online visitor survey) to inform improvements

- **BUSINESS TOURISM DEVELOPMENT**

The Welsh Government's Local Authority Tourism profile for Monmouthshire shows that Monmouthshire is the third most popular local authority in Wales for business trips and highlights the importance of expenditure generated by this type of visitor. Monmouthshire's business tourism represents 5% of the Wales total; with the proportion of nights for business purposes more than double that of the percentage for Wales.

It's difficult to know exactly how many Monmouthshire businesses benefitted from the NATO summit and by how much. We know that several of our food producers supplied produce or had stalls at the summit. We also know that Stephen Terry (from The Hardwick, near Abergavenny) cooked for the World leaders at the Cardiff Castle banquet on the Thursday evening, and that all of our visitor accommodation in Chepstow & Usk was fully booked.

- Previous summit held in Chicago in 2012 estimated to have generated £77m for their economy
- Long-term economic benefits predicted, as event gave confidence to global corporates that Wales is a country worthy of serious consideration for inward investment.
- Celtic Manor Resort was successful in its bid to Welsh Government for £25,000 NATO legacy funding to grow the benefits of business tourism to the region.
- Under the Meet South East Wales branding the three local authorities of Newport, Monmouthshire & Torfaen plus a couple of private sector partners attended the Meetings Show at Olympia in July and Venue Expo in Manchester at the beginning of September, on a joint stand. The same partners are attending a number of the events and fam trips being organised under the legacy NATO initiative, including an

event targeting corporate buyers and association from London and South East England at Lancaster House, London on 4 December, and a 'Summit Experience' fam trip in Newport and Cardiff 30 Jan – 1 Feb 2015 designed to inspire clients and welcome their events to Wales.

The MICE (Meetings, Incentives, Conferences, Exhibitions) market has strong potential for growth in Monmouthshire as this is a high yield market in which Monmouthshire already performs well, and which has significant opportunities for generating additional leisure visits / spend. There is a particular opportunity for Monmouthshire to benefit from the development of a new Wales International Convention Centre at Celtic Manor and from the trend in use of high quality self- catering properties for small confidential business meetings.

- **GROUP TRAVEL / TRAVEL TRADE DEVELOPMENT**

There are a critical mass of Monmouthshire businesses, including attractions, that are interested in growing the UK and overseas group travel and travel trade markets. As a member of the Southern Wales marketing consortium (which promotes the area to group travel and travel trade markets), Monmouthshire Tourism is helping to organise a familiarisation visit next April for the western branch of the Group Travel Organisers Association.

The group will include between 20-40 group travel organisers from all over the South of England who are all interested in featuring South Wales on their future itineraries. We have so far managed to secure space on the itinerary for visits to Shire Hall and White Castle Vineyard.

A travel trade guide for Monmouthshire, highlighting the businesses, attractions, coach parking and facility information, travel and tour guide information etc is also currently being produced by the consortium for use by leisure travel trade and other key intermediaries.

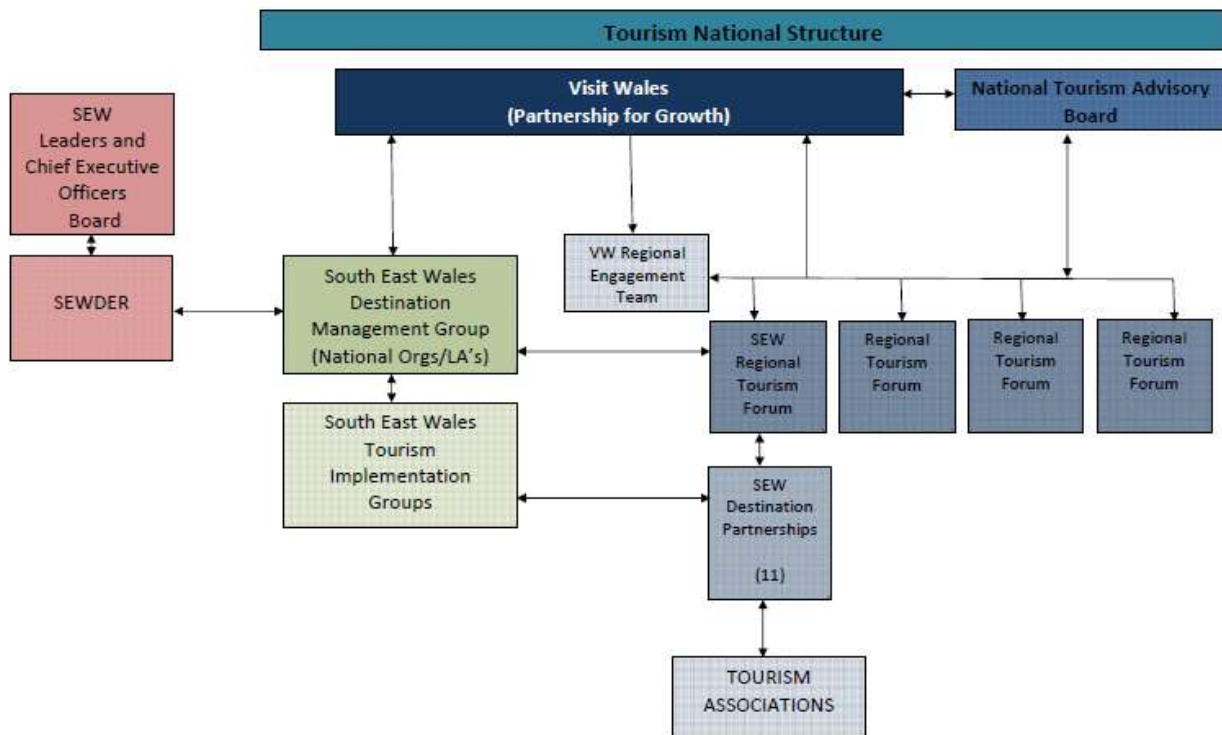
- **BUSINESS SUPPORT & SKILLS**

High quality service provided by well trained, professional and knowledgeable staff and tourism business owners and managers is vital to the delivery of a superlative visitor experience. Work will continue with partners to ensure we understand and address the skills development and support needs of Monmouthshire's tourism industry to enable them to help deliver the priorities identified in the plan.

Discussion points for Select Committee

It is proposed that a consultation is undertaken with stakeholders and partners on the basis of the identified priorities for development which will inform the revision of the plan.

- Do the priorities for development identified in this report reflect those of members of Select Committee and is there general satisfaction with progress made on delivery of the approved plan and the direction of travel?
- If not, which additional priorities would members of Select Committee wish to see included in the consultation with stakeholders?
- Are members of Select Committee satisfied with the priority given to events and festivals within the plan and the identified links between the plan and the new events strategy?
- At what point in the consultation process does Select Committee wish to see a progress report?



Appendix 1

SUBJECT: Quarter 2 Performance Report: Improvement Objective
MEETING: Economy & Development Select Committee
DATE: 20th November 2014
DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

1.1 To present quarter 2 performance data for the Improvement Objective which is under the remit of Economy & Development Select Committee:

Improvement Objective 3 “We want to enable our county to thrive.” (Annex A)

1.2 To present the wider key performance targets that are under the committee’s remit set in the Council’s publically available key performance plans. (Annex B)

2. RECOMMENDATIONS

2.1 That members scrutinise the performance achieved and impact made to assess progress and performance against the objective.

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 agree the targets and any revisions for the key Performance Indicators that fall within the remit of the Select Committee

3. KEY ISSUES

3.1 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead

3.2 Performance against Improvement Objectives are scored based on the Council’s Self-evaluation framework, Table 1, and performance against them is reported in the Stage 2 Improvement Plan published in October each year

3.3

Table 1: Improvement Objective Scoring		
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

Improvement Objective 3 has been scored as Level 4 – Good

3.4 A summary of the main points for consideration on performance are:

- All actions planned for the year are on target. Actions that are demonstrating a clear impact include; the implementation of the Local Development plan, recycling rates achieved following changes to the waste service last year are being maintained and the Tourism offer in the County continues to evidence its value to the local economy.
 - New strategies for enterprise and rural development are progressing on timescales, as is proposal for broadband coverage in the County however as these are new or developing activities it will not be possible in the immediate term to fully evaluate the impact they are making.
 - Whole place continues to be progressed in Severnside and Bryn – y – cwm, the whole place approach is scheduled to be evaluated before being rolled out and this will be important to fully evaluate the impact made so far and inform future delivery.
 - Performance against some available indicators is improving and/or on target however a couple that need to be monitored closely are inward investment projects and jobs created through Monmouthshire Enterprise and partners support, although jobs created are expected to rise significantly with the completion of two larger projects in the second part of the year. Residual waste levels are also projected to increase and rise above the low levels targeted.
 - All data under “is anyone better off” is only produced annually and this performance will have an important influence on the end of year assessment for the objective to determine the overall impact made.
- 3.5 The appendix Annex B sets out the Key Performance Indicators that are under the committee’s remit and are set in the Council’s publically available key performance plans. A small number of mid-year revisions have been made to targets and actual performance to those that were previously scrutinised by Committee.
- 3.6 The Local Government Wales Measure 2009 places a duty on local authorities to “make arrangements to secure continuous improvement in the exercise of [their] functions.” The council needs to understand in practical terms what service improvement means in a context where it faces budget reductions of 4.3% a year over the course of the next medium term financial planning period.
- 3.7 Improvement can be demonstrated by using fewer resources to deliver a similar outcome. Increasingly we may need to set targets which do not show improvement in absolute terms but which may be about maintaining a minimum level below which standards will not fall or maintaining performance levels while spending less money. It can also be shown that the authority is exercising its duty if it makes changes that will not deliver improvement in the current year but which are likely to lead to improvement in subsequent years.
- 3.8 The future targets shown in Annex B to this report will help members start to reflect on the extent to which the trajectory of past performance will be influenced by resource pressures in some areas. Business cases to deliver budget savings are underpinned by clear and measurable targets. These will be vital to demonstrate that the authority is meeting its duty to make arrangements to deliver continuous improvement. Future targets for this set of indicators, and any additional relevant indicators will be set in line with this.
- 4. REASONS:**

- 4.1 To ensure that members have an understanding of performance across all publically available indicators in their remit and are able to hold officers and the executive to account.

5. AUTHOR:

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Annex A - MCC Improvement Objective 3: We want to enable our county to thrive			
Council Priority: Supporting business & job creation		Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment	
What do we want to achieve this year?			
We will: <ul style="list-style-type: none"> • Invest in communities to enable them to build their own resilience • Promote a community-wide vision for land-use • Assist in enabling business and enterprise to prosper • Continue to work towards providing a safe, clean and sustainable environment 			
Why have we chosen this?			
<p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on ‘what matters’ to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p>			
Overall impact score?			
Level 4 – Good – Important strengths with some areas for improvement			
What will we do?	What have we done?	What difference has it made?	Progress
Support the activities of the Caldicot Town team in their first year of operation.	Activities supported with the Town Team include; finalising a legal constitution, facilitating their Annual General Meeting, drafting the legal agreement for the local magazine, providing funding in advance of the S106, help drafting an Action Plan and working in partnership with the Town Team to develop a linkage strategy.	<p>The Town Team now has over 50 members contributing to their local community.</p> <p>A publication now reaches all of the homes in Severnside and promotes local traders.</p> <p>The Town Team’s involvement in the linkage design resulted in changes to the bus stop locations and other design elements. They will also be a partner in the consultation process, thereby raising their profile and influencing the decision process.</p>	On target

Agenda Item 5

What will we do?	What have we done?	What difference has it made?	Progress
Support the roll out of the Business Improvement district in Abergavenny.	The Council is working alongside the consultants and local project team to put together a Business Case and promote the benefits of the Business Improvement District (BID) to local businesses. It is intended that the vote will be undertaken in Spring /early summer 2015.	The first stage has been completed which evidenced the feasibility of the BID. Public consultations were undertaken with businesses and the local community to explain the purpose of a BID and the potential local benefits. This has improved awareness, given the project group an insight into local business issues and set the foundations for the Business Plan	On target
Evaluate the Whole Place approach in Severnside.	An evaluation exercise is currently underway.	As the evaluation process is yet to conclude it is not possible at this stage to fully evidence change. The intention is that this review will guide the approach in Lower Wye.	On target
Develop Whole Place Plans for Lower Wye and Central Monmouthshire.	The development of these plans will need to be informed by the evaluation of whole place in Severnside once completed in early 2015.	The planning process in Lower Wye and Central Monmouthshire have yet to commence.	Not started
Enable and support festivals and events in the County, including establishing a special events team.	<p>The tourism team have supported major events including Wye Valley River Festival and the National Road Race Championships</p> <p>Strengthening links and synergies with services delivered within Tourism Leisure & Culture is a fundamental part of the service restructure. A special events team is being established.</p>	<p>Feedback shows that once people visit Monmouthshire they are likely to repeat their visit or recommend to others, 94% of visitors said they would do this.</p> <p>140 volunteers have been trained so far to assist in promoting Monmouthshire's tourism offer, this enables communities to promote their own county to help it thrive.</p>	On target
Establish an enterprise strategy and lead on the joint Rural Development Plan (RDP) submission for Monmouthshire and Newport.	<p>A draft Business Growth and Enterprise Strategy has been created. This has been consulted on with the business community to help us define the needs of businesses in the county and will be presented for approval by Council in November 2014.</p> <p>A draft Vale of Usk Local Development Strategy (LDS) for RDP funding has been approved by cabinet and will undergo wider consultation with associated partners until December 2014</p>	<p>Consultation has ensured the strategy is focused on providing the right services to help the county's businesses develop. Assistance from Monmouthshire Enterprise and partners has helped create 66 jobs. The two larger projects that have been supported are expected to be completed in the second half of the year which will significantly increase the number of jobs created.</p> <p>The LDS will be finalised post consultation and the RDP programme will commence from April 2015.</p>	On target

Agenda Item 5

What will we do?	What have we done?	What difference has it made?	Progress
Determine the availability and coverage of superfast broadband access in Monmouthshire and identify opportunities for businesses to exploit the benefits.	A Monmouthshire Broadband Mapping Study identifying future opportunities has been completed and will be considered by cabinet in Autumn 2014.	Superfast Cymru have announced work will commence by September 2015 to bring superfast internet speeds to these areas of Monmouthshire: Crucorney, Dingestow, Pontrilas, Shirenewton, Skenfrith, Tintern, Trelleck, Wolvesnewton enabling household and business to benefit from improved technology.	On target
Enable the on-going sustainability of communities through implementation of the Local Development Plan framework.	<p>Monthly seminar series held for DM Officers on LDP policy interpretation.</p> <p>Pre planning advice has been provided to 10 applications and over 40 observations have been made on planning applications to ensure they are dealt with within the requirements of LDP policy and to improve quality of planning applications.</p> <p>Draft supplementary planning guidance has been prepared providing practical guidance for applicants and officers on the detailed interpretation of LDP policies.</p>	<p>There has been a 34% increase in planning applications compared to last year, which is likely to be an indication of the improving economic situation and the effect of having in place an approved LDP, including allocated housing & employment sites.</p> <p>94% of planning applications decided have been approved, which indicates the quality of the pre-application process and the Council's willingness to seek a positive outcome as well as accuracy of interpretation of LDP policy in decision making.</p>	On target
Sustain improvements in recycling and waste performance.	<p>Monmouthshire residents continue to comply with the changes to the waste service implemented in June 2013.</p> <p>New grey bags for landfill waste were issued in May with a leaflet to remind residents of the service</p>	<p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 67% - although it is important to remember this rate will decrease in the autumn and winter months but the 63% target is projected to be achievable. The levels of residual waste produced however is projected to increase above levels from last year and the target for this year</p> <p>The response time for collecting fly tipping remains high while fly tipping incidents have reduced to in line with levels seen before the waste changes were introduced.</p>	On target
What will we do?	What have we done?	What difference has it made?	Progress

Agenda Item 5

<p>Establish a strategic transport working group.</p>	<p>A Strategic Transport working group has been established. The group is currently contributing to the development of the Local Transport Plan that is being developed in conjunction with Newport.</p> <p>The group has also established contacts within Network Rail on the electrification of the main line and is working with them on the replacement of bridges for electrification work to take place on the railway from Caldicot to Magor./Llandeenny during 2015/16</p>	<p>The Local Transport plan once completed in January 2015 will set out the Council's Strategic Priorities and schemes, this will facilitate bids for external grants, and secure contributions from developments. The long term role and focus for the group needs to be further established.</p>				<p>On target</p>
How will we know the difference it has made		2012/13	2013/14	2014/15 Target	2014/15 Actual	Trend
How much did we do?						
Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners		60	103 ⁱ	70	61	On Target
Number of inward investment projects delivered as a direct result of Monmouthshire Enterprise support		5	1	5	0	Behind Target
Number of tourists per year ⁱⁱ		2,015,300	2,052,500	>2,052,500	Annual	n/a
Housing land supply years ⁱⁱⁱ		4.4	3.6	5	Annual	n/a
Total tonnes of overall residual waste collected ^{iv}		20,045	16,774	<17,000	8,724	Behind target
How well did we do it?						
Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners		331	130	200	66	Behind target
Percentage of planning applications approved		93.7%	93.7%	93%	94%	Improved/ on target
Percentage of municipal waste which is recycled / composted		56%	63%	63% ^v	67%	Improved/ on target
Percentage of reported fly tipping incidents cleared within 5 working days		82.12%	95.98%	96%	97.78%	Improved/ on target
Is anyone better off?						
Percentage of people with a feeling of belonging to local area ^{vi}		82%	84%	>84%	Annual	n/a
Percentage of people who agree they can influence decisions affecting local area ^{vii}		22%	26%	>26%	Annual	n/a
		2012/13	2013/14	2014/15	2014/15	Trend

Agenda Item 5

			Target	Actual	
Average wage levels in the county (gross weekly pay by workplace) ^{viii}	£438	£427	£465 ^{ix}	Annual	n/a
Income generated from tourism per year ^x (£ millions)	£163.33	£165.08	>£165.08	Annual	n/a
Partners we are working with?					
Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board Gwent Police and Housing Associations					

ANNEX B

This table contains the wider key performance targets that are under the committee’s remit set in the Council’s publically available key performance plans.

Acronym key for Targets Table	
Plans it features in	Dept.
IP14 -17 – Improvement Plan 2014 -17	ENT – Enterprise
OA – Outcome Agreement 2013-16	D&R – Democracy & Regulatory Services
CO – Chief Officer Annual report	All – Impacted on by all departments

Ref	Indicator	2013/14	2014/15	2015/16	National or Local PI	Plans it features in	Dept.	Reason for target change
		Target	Target	Target				
PPN/009	% of food establishments which are 'broadly compliant' with food hygiene standard	88.1	91.2		National	IP14-17;	D&R	
PLA/006b	% of all additional housing units provided during the year that were affordable	Not set	Not set		National		ENT	
	Number of additional affordable housing units built	Not set	96		Local	CO	ENT	
	Mean period from planning application being received to determined	90	90		Local	CO	D&R	
PLA/002	The percentage of applications for development determined during the year that were approved	93%	93%		National (SID)	CO	D&R	

Agenda Item 5

Ref	Indicator	2013/14	2014/15	2015/16	National or Local PI	Plans it features in	Dept.	Reason for target change
		Target	Target	Target				
PSR/004	% of private sector homes that has been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority	Baseline	>4.66		National		ENT	
	Housing land supply years ^{xi}	5	5		Local	IO 14-17; CO;	ENT	
LCS/002	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	7060	7130 7800	7201 To be set	National	IP14-17; OA; CO;	ENT	During 2013/14 marketing campaigns and improved data capture led to an 18% increase in visits. The service is currently more focussed on the retention of existing customers which is expected to impact on visits as there are fewer short term promotions for people to use. This combined with the closure of Monmouth pool, which is expected to remove two months' worth of pool visits in 2014/15 means the target has been set based on a 3% decrease of visits. Which remains 15% above the previous highest visits achieved in 2012/13
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	6900	7280		National	IP14-17; CO;	ENT	
LCL/004	The number of library materials issued, during the year, per 1,000 population	6000	6000		National (SID)	CO	ENT	
	Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners	75	70		Local	OA; IO 14-17; CO	ENT	
	Number of new jobs created	260	200		Local	IO 14-17;	ENT	

Agenda Item 5

Ref	Indicator	2013/14	2014/15	2015/16	National or Local PI	Plans it features in	Dept.	Reason for target change
		Target	Target	Target				
	where assistance was provided by Mon Enterprise and partners					CO		
	Number of inward investment projects delivered as a direct result of Monmouthshire Enterprise support	5	5		Local	IO 14-17; CO	ENT	
	Percentage unemployment among the economically active ^{xii}	Not set	<5.3%		Local	CO	ENT	
	Percentage of working residents who work within Monmouthshire ^{xiii}	Not set	>58.6%		Local	CO	ENT	
	Proportion of children living in low income families	12.4%	12.3%	12.2%	Local	OA	All	
	Average wage levels in the county (gross weekly pay by workplace) ^{xiv}	£454	£465	£475	Local	IO 14-17; OA; CO	ENT	
	Total income generated from tourism per year ^{xv}	Not set	>£165.0 8 million		Local	IO 14 - 17; CO	ENT	
	Total number of tourists per year ^{xvi}	Not set	>2,052,5 00		Local	IO 14-17; CO	ENT	

ⁱ 2013/14 data revised as part of audit process. 104 originally reported in Stage 1 improvement plan 2014/17 which was prior to completion of audit.

ⁱⁱ Based on annual calendar year data produced by STEAM

ⁱⁱⁱ Data is produced each year by Monmouthshire County Council Joint Housing Land Availability Study. The land supply is dated at 1st April each year and looks at activity in the previous year, for example as at 1 April 2014 data relates to activity in 2013/14 and the target for 2014/15 relates to the land supply situation at 1 April 2014, a figure that will not be formally established until September 2014 or, if subject to objection, until an inspector's report is provided in March 2015. Local planning authorities are required by Planning Policy Wales to ensure that sufficient land is available, or will become available, for a five-year supply of land for housing.

^{iv} (This includes all black bag waste, kerbside & CA sites, street sweepings, fly tipping & trade waste)

^v Data in 2013-14 has improved from initial data through the data audit process with Natural Resources Wales. Our target is to maintain performance level achieved in 13/14 and this has been revised in line with the amended data.

^{vi} Welsh Government [National Survey for Wales](#)

^{vii} Welsh Government [National Survey for Wales](#)

^{viii} ONS, Annual Survey of hours and earnings - based on 2012 & 2013 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

^{ix} Target set in Outcome Agreement 2013-16 with Welsh Government, the NOMIS Official labour market statistics data on which this target was based has been revised.

^x Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £158.1 to £163.33

^{xi} Data is produced each year by Monmouthshire County Council Joint Housing Land Availability Study. The land supply is dated at 1st April each year and looks at activity in the previous year, for example as at 1 April 2014 data relates to activity in 2013/14 and the target for 2014/15 relates to the land supply situation at 1 April 2014, a figure that will not be formally established until September 2014 or, if subject to objection, until an inspector's report is provided in March 2015. Local planning authorities are required by Planning Policy Wales to ensure that sufficient land is available, or will become available, for a five-year supply of land for housing.

^{xii} 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

^{xiii} Stats Wales Report 004893 Commuting patterns in Wales by Welsh local authority

^{xiv} ONS, Annual Survey of hours and earnings . 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 +

^{xv} Based on annual calendar year data produced by STEAM.

^{xvi} Based on annual calendar year data produced by STEAM

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
20 th November 2014	Improvement Plan 2014-2017	6 monthly scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	Richard Jones	Performance Monitoring
	Tourism Destination Management Strategy	Pre-decision scrutiny of the strategy.	Ian Saunders	Pre-decision Scrutiny
	Events Strategy	Pre-decision scrutiny of the strategy. DELAYED - Special late January/early February	Ian Saunders	Pre-decision Scrutiny
4 th December 2014 10am (Special Meeting)	Budget Context	Discussion of mandates / savings proposals for Economy and Development: <ul style="list-style-type: none"> ▪ Development of Leisure Services ▪ Museums and Shire Hall, Castles and Tourism ▪ ICT - Shared Resource Service 	Various	Budget Engagement
	Whole Authority Risk Log	Presentation of the Risk Log - Committee to identify areas of risk for scrutiny in New Year.	Richard Jones	Risk Monitoring
8 th January 2015	Risk Management	Monitor and challenge performance in relation to mitigating risks to ensure the Council achieves its outcomes and improvement objectives for communities, and delivers statutory plans/operational services - Challenge of Cabinet Members and Officers on key risks within the remit of the Select Committee.	Richard Jones	Risk Management

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Month 6 Revenue and Capital Budget Monitoring	Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends.	Mark Howcroft	Budget Monitoring
	Waterless Urinals	TBC	Peter Davies	Pre-decision Scrutiny
Late January /early February 2015 (Special Meeting)	Events Strategy	Committee recommended a review be undertaken of major events and their impact and that a strategy be developed for future Events - Members requested pre-decision scrutiny of the strategy.	Ian Saunders	Pre-decision Scrutiny
	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? ▪ Are we benefitting from being included in the CCRB? ▪ Invite Mayor of Bristol 	Kellie Beirne Peter Fox	Pre-decision Scrutiny
5th March 2015	Month 9 Revenue and Capital Budget Monitoring	Review of finance position for directorates and schools, identifying risks/trends in underspends and overspends.	Mark Howcroft	Budget Monitoring
	CMC₂ - Community Interest Company leading green and digital growth	Annual Performance Report.	Cath Fallon	Performance Monitoring

Monmouthshire's Scrutiny Forward Work Programme 2014-2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
23 rd April 2015	Shared Resource Service	Scrutiny of the performance of the Shared Resource Service (SRS). 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.	Kellie Beirne Matthew Lewis	Performance Monitoring
May 2015	Planning and Development	Annual performance report. Post systems-review.	George Ashworth	Performance Monitoring
	Section 106 Agreements	Performance Report	George Ashworth	Performance Monitoring
June 2015	Improvement Plan 2014-2017	Full year 2014-15 scrutiny of performance against the Improvement Objectives and the statutory 'all Wales performance indicators'.	Richard Jones	Performance Monitoring
	Revenue and Capital Budget Monitoring - Outturn Reports	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Richard Jones	Budget Monitoring

Meeting Dates to be confirmed for:

- × **Car Parking** - Policy Review
- × **I county** - Annual performance report
- × **Leisure Services** - Annual performance report
- × **Museums** - Following budget proposals, report summing up the policy position
- × **Gilwern Cycle Track** - Scrutiny of the Business Plan
- × **Caldicot Castle** - Scrutiny of the Business Plan and long-term options



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
22nd OCTOBER 2014 – SPECIAL COUNCIL			
Local Government Reform	Consultation on white paper on local government reform/voluntary merger prospectus	Cabinet Members Leadership Team	Paul Matthews
Appointment to outside bodies	EAS Board and Audit Committee	SLT Cabinet	Tracey Harry
22nd OCTOBER 2014 – INDIVIDUAL CABINET MEMBER DECISIONS			
Agree SPG Programme	Update existing SPGs on Replacement dwellings and extensions in the Countryside; conversion of agricultural buildings; assessment of re-use for business purposes in relation to countryside building conversions, new SPG on green infrastructure	SLT Cabinet	Martin Davies
The disposal of Church Farm, Newchurch	To recommend the disposal of a farm currently held by the council to the sitting tenant there.	Cabinet SLT	Gareth King
Restructure of commissioning and disability services team – mandate implementation	To seek approval for the implementation of the proposals set out in mandates 10 and 23 to restructure the staffing in both service areas to deliver agreed budget savings.	Cabinet SLT	Ceri York

Subject	Purpose	Consultees	Author
5TH NOVEMBER 2014 – CABINET			
Safeguarding Report	6 month update	Leadership Team Cabinet	Simon Burch
MTFP & Budget Proposals for 2015/16	To provide Cabinet with revenue budget proposals for 2015/16 for consultation purposes	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Capital Budget Proposals	To outline the proposed capital budget for 2015/16 and indicative capital budgets for the 3 years 2016/17 to 2018/19	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Asset Management Strategy	To approve the Council's holistic Strategic Asset management plan covering all of its buildings, assets and property	Cabinet SLT	Deb Hill Howells
Effectiveness of Council Services – Quarter 2 update	To provide Cabinet with a quarter 2 update on how Council is performing against a set of outcome measures that are important when forming an opinion on the current effectiveness of Council services and the likely year end position	Cabinet SLT	Matthew Gatehouse
Enterprise Structure and re-alignment reports	To seek approval for changes to the establishment arising from the Chief Officer Enterprise restructure report in March 2014	Cabinet SLT	Deb Hill-Howells Peter Davies Ian Saunders
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 3 held on the 25 th Sept 2014	Cabinet SLT	Dave Jarrett
12TH NOVEMBER 2014 – INDIVIUDAL CABINET MEMBER DECISION			
Proposed prohibition of driving, Woodstock Way, Caldicot	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 SLT	Paul Keeble
Monmouthshire Fairtrade	To seek approval for the attached report which	SLT	Hazel Clatworthy

Subject	Purpose	Consultees	Author
County Update	will form the basis of our application to the Fairtrade Foundation to renew our status as a Fairtrade County.	Cabinet	
Early Years Updated policy	To inform Members, Early Education Providers, Childcare Settings and professionals working within Early Years of the current situation regarding Early Education & Childcare in Monmouthshire	SLT Cabinet	Deb Mountfield
Adult Safeguarding Restructure	<p>This report seeks to inform members about the review carried out into Adult Safeguarding. This report will:</p> <ul style="list-style-type: none"> • Share the review into Adult Safeguarding Service. • The model required moving forward. • Outline the resource implications for decision. 	SLT Cabinet	Julie Boothroyd
Revised Social Media Policy and Guidelines	To agree the social media policy and associated guidelines	Cabinet SLT	Sian Hayward ICMD
13TH NOVEMBER 2014 – COUNCIL			
Monmouthshire Business Growth and Enterprise Strategy	Following a summer consultation period the draft Business Growth and Enterprise Strategy and appended Action Plan have now been updated and the finalised version is brought forward for approval.		Peter Davies
Feedback from the October Monmouthshire Engages Events and future engagement strategies	The purpose of this report is to provide feedback to the Council from the recent round of MonmouthshireEngages and to identify the strategies that will be used to ensure that future engagement and consultations are effective in meeting their legal requirements as well as Monmouthshire's aspiration of being a listening organisation that will work with Communities to become sustainable and resilient.		Will McLean

Subject	Purpose	Consultees	Author
19TH NOVEMBER 2014 – SPECIAL 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/ Deb Mountfield
Update on ALN and proposed recommendations for service modification		SLT Cabinet	Sharon Randall Smith/Stephanie Hawkins
Community Infrastructure Levy and Affordable housing		Cabinet SLT	Martin Davies
26th NOVEMBER 2014 – INDIVIDUAL CABINET MEMBER DECISION			
Request for Flexible Retirement		SLT Cabinet	Ian Bakewell
M436 School Lane, Caerwent			Paul Keeble
3RD DECEMBER 2014 – CABINET			
Month 6 Revenue & Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of month 6 for the 2014/15 financial year	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Mark Howcroft
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2015/16	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 4 held on the 13 th November 2014		Dave Jarrett
Council Tax Base 2015/16 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2015/16 and to make other necessary related statutory decisions	Cabinet Members Leadership Team Appropriate Officers	Sue Deacy/Ruth Donovan
Review of Public Protection	To review the arrangements for public protection implemented in March 2014 to ensure the	Cabinet Members Leadership Team	Dave Jones/Graham Perry

Subject	Purpose	Consultees	Author
	service is fit for purpose.	Appropriate Officers	
Private Sector Loan Scheme	To agree to participate in and support the administration of the Welsh Government Private Loan Scheme.	Cabinet Members Leadership Team	Steve Griffiths
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
CMC ² Strategic Review and Year 4 Business Plan	To endorse the review of CMC ² and future business strategy and approve year ahead business plan	Cabinet SLT	Peter Davies Sian Hayward
Major Events Strategy	To set out a Major Events Strategy through which to co-ordinate all local community and organised events in the county	SLT Cabinet	Ian Saunders
Future of Recycling Services		Cabinet Members Leadership Team Appropriate Officers	Rachel Jowitt
Monmouthshire Crowdfunding platform	To seek approval for the development of a crowdfunding platform that together with Authority loan finance will support business growth and job creation	Cabinet SLT Member Seminar Pre-scrutiny	Peter Davies
Advertising Opportunities on MCC assets/A Boards			Roger Hoggins
Broadband in Monmouthshire	To provide and overview of the likely implications to the County of the roll-out of Superfast Cymru and to seek endorsement of the proposed options for moving forward	Cabinet SLT	Peter Davies
Performance Measures and Target Setting		Cabinet SLT	Matt Gatehouse
Memorandum of understanding	Working with Heads of the Valleys Las for Organic Waste Treatment	Cabinet SLT	Rachel Jowitt
17TH DECEMBER 2014 – INDIVIDUAL DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	To seek approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2015/16 financial year as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson

Subject	Purpose	Consultees	Author
Home Improvement Loan Scheme Agreement in Principle			Steve Griffiths Strategy & Policy
Re-purposing Tourism Destination Strategy	To update and reinvigorate the Tourism Destination Plan	Cabinet Members Leadership Team	Ian Saunders
One Way Traffic, Govilon			Paul Keeble
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
Restructure of Disability Services	To seek approval for the deletion of the kitchen assistant post at the My Day My Life Hub at Tudor Street.		Ceri York
Regrading of post – monnow vale		SLT Cabinet	Eve Parkinson
18TH DECEMBER 2014 – COUNCIL			
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
Renewable Energy and Primary Retail Frontages		SLT Cabinet	Martin Davies
Community Infrastructure Levy and Affordable Housing		SLT Cabinet	Martin Davies
Anti-poverty report	To set out the Councils strategic approach to addressing poverty and disadvantage in the county	Cabinet SLT	Kellie Beirne / Will McLean
7TH JANUARY 2015 – CABINET			
Council Tax Reduction Scheme Adoption	The purpose of this report is to present arrangements for the implementation of the Council Tax Reduction Scheme and to approve it	Cabinet Members Leadership Team Appropriate Officers	Joy Robson/Wendy Woods/Ruth Donovan

Subject	Purpose	Consultees	Author
	for 2015/16		
Revenue & Capital Budget proposals for public consultation (if required)	To present revenue and capital budget proposals following receipt of final settlement	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
Whole Place review and next steps	To provide detailed review update as per WAO report recommendation	SLT Cabinet	Deb Hill-Howells
Community Hub/future of libraries/one stop shops		SLT Cabinet	Deb Hill-Howells
Community Education – options for the future	To set out future development options for community education	SLT Cabinet	Deb Hill-Howells
S106 Chepstow Area			Deb Mountfield
Changes to waste collections	Approval of Waste Collection Changes Mandate for 2015-16 budget		Rachel Jowitt
Future Generations Bill – what it means for Monmouthshire	To set out implications of Bill for the County	Cabinet SLT	Kellie Beirne / Will McLean
14TH JANUARY 2015 – INDIVIDUAL DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) Wales Regulations 1995	To seek Members approval of the results of the consultation process regarding payments to precepting Authorities for 2015/16 as required by statute	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
22ND JANUARY 2015 – COUNCIL			
Engagement framework evaluation report			Will McLean
4TH FEBRUARY 2015 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 5 held on the 18th December 2014		Dave Jarrett
Developing a Business Improvement District in Abergavenny	To seek endorsement of a new BID in Abergavenny town centre	SLT Cabinet	Deb Hill Howells

Subject	Purpose	Consultees	Author
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
18TH FEBRUARY 2015 – SPECIAL CABINET			
Final Budget 2015/16 for recommendation to Council	To update Cabinet with the consultation responses to the budget proposals and provide a final set of proposals for recommendations to Council	Cabinet Members Leadership Team Appropriate Officers	Joy Robson
26TH FEBRUARY 2015 – COUNCIL			
Final composite council tax resolution	To set Budget and Council Tax for 2014/15		Joy Robson
Treasury Management Strategy 2014/15	To accept the Annual Treasury Management Strategy		Joy Robson
4TH MARCH 2015 – CABINET			
Month 9 Revenue & Capital Budget Monitoring report	To provide Members with information on the forecast outturn position of the Authority at the end of Month 9 for the 2014/15 financial year		Joy Robson/Mark Howcroft
Modernising trade waste services			Rachel Jowitt
15TH APRIL 2015 – CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 6 held on the 26 th March 2015		Dave Jarrett

