

13th April 2015**Notice of Meeting:****Economy and Development Select Committee****Tuesday 21st April 2015 at 12:30pm
Council Chamber, County Hall, Rhadyr, Usk.****PLEASE NOTE THAT THERE WILL BE A PRE-MEETING
FOR ECONOMY AND DEVELOPMENT SELECT
COMMITTEE MEMBERS AT 12.00pm****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.	To confirm and sign the following minutes of the Economy & Development Select Committee (copies attached): (i) Ordinary Meeting dated 20 th November 2014. (ii) Special Meeting dated 24 th February 2015. (iii) Ordinary Meeting dated 5 th March 2015.
4.	Public Open Forum.
5.	Scrutiny of CMC2 – Strategic Review and re-purposing of CMC ² (report attached).
6.	Scrutiny of the proposal to support Monmouthshire Businesses' competitiveness (report attached).

7.	Work Programming (copies attached): (i) Economy & Development Select Work Programme for 2014 – 2015. (ii) Cabinet and Council Forward Work Planner.
8.	To note the date of the next meeting as: Thursday 4 th June 2015 at 10.00am.

Paul Matthews,

Chief Executive

Economy and Development Select Committee

County Councillors:

D.L.S. Dovey
D.L. Edwards
D.J. Evans
R.J.C. Hayward
S. Jones
J.L. Prosser
A.C. Watts
S. White
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
- Maintaining locally accessible services

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 Thursday 20th November 2014 at 10.00 am**

PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D.L. Edwards, J.L. Prosser, R.J.C. Hayward and A. Wintle.

ALSO IN ATTENDANCE:

County Councillors P. Murphy and R.J.W. Greenland

OFFICERS IN ATTENDANCE:

Ms. K. Beirne	- Chief Officer Enterprise
Mr I. Saunders	- Head of Leisure Tourism and Heritage
Mr D. Davies	- Events Manager
Ms N. Edwards	- Food & Tourism Strategic Manager
Mr R. Jones	- Improvement Officer
Ms H. Ilett	- Scrutiny Manager
Mrs S. King	- Senior Democratic Services Officer

1. APOLOGIES FOR ABSENCE

We received apologies from County Councillors K. Williams.

2. DECLARATIONS OF INTEREST

Declarations of interest were identified under the relevant minute.

3. PUBLIC OPEN FORUM

There were no members of the public present.

4. DEVELOPMENT OF MONMOUTHSHIRE'S DESTINATION PLAN

We received a discussion paper which informed of the revision of the Monmouthshire's Destination Plan and provided members with an opportunity to debate the proposed strategy.

The committee were informed that the existing Destination Development Plan was approved in November 2012. A need had been identified to assess and review performance of the current plan to ensure that it remained fit for purpose and continued to reflect priorities of Council, other public, private and voluntary sector stakeholder priorities.

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We were informed that tourism was vital to the county's economy, generating income to support a wide range of businesses. STEAM figures identified that tourism generated £165m for Monmouthshire in 2013 with more than 2m visitors. Opportunities for enterprise and employment could be provided through tourism and it was a significant employer within the county.

The report assessed the performance of the approved Destination Plan against stated objectives and outlined progress on delivery, designed to make the most of Monmouthshire's visitor product strength, addressed identified product deficiencies and capitalised on product development opportunities.

The new Head of Tourism, Leisure and Culture post presented an opportunity to raise the profile of the plan and a small team were now in place, for the strategy to be delivered.

The Chairman highlighted that the committee required progress developments as soon as possible and welcomed early sight of the plan.

We were informed that the current plan was coming to an end and this provided an opportunity to review positive outcomes which could contribute to a new plan.

Officers highlighted the main points within the plan:

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

The team was established on approval of the plan, however, ongoing restructures, budget cuts and changing priorities/roles had prevented the work continuing in a focused way.

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

All externally funded projects were required to demonstrate links with the destination plan. Important that plan is revised and right set of priorities are identified and considered for future funding opportunities.

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

Significant progress had been made and relationships had developed, so that identified priorities could be delivered.

4. To develop year round visitor demand.

Tourism is seasonal in Monmouthshire with more than two thirds of visits taking place between April and September, with a notable August peak. There was a need to develop demand in the off peak period and PR contracts had been specifically commissioned to address seasonality and late availability.

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5. **To increase visitor satisfaction with the Monmouthshire visitor experience.**
Importance of delivering positive experience to visitors and generating repeat visits, was an effective and sustainable form of marketing. 2013 visitor survey showed that scenery and countryside were the most enjoyable aspects of visiting Monmouthshire.
6. **To drive up tourism business performance in the county.**
Last presentation to committee presented on tourism business performance, continued to head in right direction. Tourist numbers increased overall by 2% between 2012 and 2013.
7. **To responsibly grow the economic, environmental and social contribution of the visitor economy of Monmouthshire.**
No KPIs were available however experience of projects which have been successful, i.e. MonmouthpediA, St Teilo's church and Llantilio Crossenny established footpath.
8. **To contribute significantly to the development of the regional and national visitor economy of Wales**
Particularly tough trading periods over 2012-2013 time, reduced from 2.72% to 2.68%.

The committee debated the discussion paper and we noted the following:

- The Chair advised that there was an additional point required **9. To actively understand barriers to growth and linking with existing strategies to support existing businesses.**
- A member identified that as well as repeat visitors, there was a need for new visitors and an expanding market for the future. The events strategy would enable the market to broaden and for new visitors to be attracted. The committee were advised that a marketing strategy focusing on new visitors required a significant marketing budget, which Monmouthshire County Council did not have. The strategy, which was more sustainable was focused on delivering a positive experience to generate repeat visits and word of mouth recommendations.
- Figures were requested for performance data and how it was measured. We were informed that visitor figures were fed into the STEAM model and an increased footfall would impact on STEAM figures, visitors would be attracted by major events and these figures would be added. STEAM figures were based on the supply model, rather than demand, therefore figures would be provided by businesses and attractions.
- STEAM figures would be the best available for Monmouthshire and trends could be demonstrated.
- Members welcomed the report. However, concerns were expressed that scenery and attractions may be affected with ongoing developments within

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the County. In response, officers advised that there would be an evidence base before decisions were made.

- We recognised that facts and figures were presented, however, a question was raised regarding the accuracy and ability to assess performance based on data provided. We recognised the importance of provision of accommodation within the county, but also the high associated costs for it to be developed.
- The strategy would aim for accommodation to be linked with events, in order to maximise opportunities. There was added value in both day visitors and staying visitors, however, the spend per head would be increased with staying visitors. Occupancy figures for the whole county were available, by type of accommodation, but data was anonymous and very few establishments provided figures, therefore data was not sufficiently robust to provide figures per town.
- We were informed that there was a direct link between the profile and appeal of the event and the distance that people were prepared to travel e.g. NATO summit resulted in widely booked accommodation and for the food festival accommodation in the Wye Valley was booked.
- Members highlighted the need for opportunities to be considered, there was a requirement for new visitors and an expanding market, plus increased serviced accommodation. In response, we noted that there were identified recommendations that had to be considered and progressed at a senior officer level.
- The committee were advised that of the county's history would be promoted through the review of cultural service, more sustainable opportunities would be identified and different delivery models would be considered. We were reminded of the societies and clubs with resources and experience who would be able to assist Monmouthshire County Council.
- Castles within the County were operated by different organisations, there were advantages in marketing them together and to package castle experiences in a more coordinated way to visitors.

Officers presented identified opportunities for tourism growth as follows:

- **Re-balancing Monmouthshire's Accommodation Profile**
This remained a priority in order to balance the amount of serviced and non-serviced accommodation.
- **Town & Village experience development plans**
Identified to ensure that visitors needs are brought to the fore, and place plan process includes tourism businesses and make sure they are market focused.
- **Walking & Cycling product development**
Walking/cycling – developed product strategy, included audit of walking routes and need same process with cycling products, want to deliver consistent safe cycling experience to visitors. Need to make sure routes are consistently

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branded and that there is an effective inspection and maintenance process on the ground to ensure that the publicised route matches the actual route and they are all in passable and good condition.

- **Food tourism product development**

Food tourism – strongest area of competitive advantage. Number of awards by local restaurants, chefs and food producers. Also, food festival attracted 30-40k visitors and high percentage stayed overnight. One weakness is that it remained difficult to buy local food and drink, outside food festivals and markets, and good interpretation of Monmouthshire's rich food producing landscape is patchy.

- **Events & festivals development**

Events/festivals – tied in with events strategy. Need to use as tool to boost off peak demand and year round employment and benefit. Delivered new events, culture and history of Monmouthshire and achieved high profile in press. Events strategy to create legacy visitor products. Interest in Monmouthshire Christmas festival, industry keen to progress. Also from tourism association to be involved in development of major events and promotion.

- **Visitor information development**

The high percentage of visitors who return to the destination presents a significant opportunity to promote reasons to come back when they are here. Some concerns were raised in relation to the visitor experience and word of mouth was needed to increase the number of visitors who come to the area and spend money in a low cost way. Need to ensure high quality visitor information service and more sustainability. Digital information kiosks in 6 venues and looking to improve quality by working with ambassadors in towns. Transferring product data to new Wales Tourism Product Database. Continually working with partners. Encouraging visitors to create content and post on social media, need to get content online in places where visitors are searching for information (not just sites we control). Ambassadors encouraging visitors to provide feedback.

- **Business tourism development**

Monmouthshire County Council had performed well and was third most popular local authority in Wales for business trips. There was significant opportunity to generate income and benefit.

- **Group travel/travel trade development**

Collective of group travel organisers coming to the area in April, attractions will be discussed. Group buyer event being held in February and travel guide currently in production.

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- **Business support & skills**

Business support and skills to ensure businesses have access to a well trained skilled workforce to deliver high quality experience.

Members were invited to consider priorities, and whether they, reflected those of the select committee, if anything additional should be consulted and when a progress update was required.

We debated the points raised:

- We welcomed the information presented and recognised that there were a lot of positive aspects within the report. It was suggested that cycling should be promoted and encouraged as a potential business opportunity. Officers noted the point and advised that the opportunity would be explored.
- Page 8 of the report listed food and drink awards that had been won. A member highlighted that a list should be publicised of good restaurants within Monmouthshire, to ensure that they were promoted effectively. In response, we were informed that the list within the report only included premises that had obtained awards, the website contained all restaurants and events which agreed to be included. Further information was requested regarding how smaller events were promoted and whether local organisations and volunteers were used for support. Volunteers based within the Tourist Information centre had undertaken ambassador training, which Monmouthshire County Council staff would also be invited to attend. It was anticipated that volunteers would be used, where required.
- In terms of business support and skills, it was recognised that CMC² operated an apprentice scheme however further information was requested regarding apprentices to the catering trade. Officers were not aware of specific apprenticeship schemes for the hospitality industry but some ambassadors had completed accredited course BTEC Level 2.
- The committee were informed that officers attended exhibition shows which specifically targeted markets which had been identified as priorities. However, the team were very small and conscious that attendance at events, prevented work being done in other areas, therefore, the team were very careful in choosing which exhibitions would be attended to ensure direct contact with buyers.
- Further information would be provided to the committee in relation to the apprenticeship schemes being established in conjunction with Melin Homes.
- Some members perceived that the digital kiosks had been introduced, however, use was not significant and the information was slowly generated. Further information was requested regarding costs

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associated with the kiosks. In response, we were advised that there was no cost incurred with the kiosks, they were purchased 3 years previously as a pilot project with RDP funding. There would be a need to pay maintenance costs in future but at present there were no costs. It was anticipated that a new database would be effective in managing information and that details would only have to be entered once by each business, which should result in more updated data. Businesses would be encouraged to ensure information remained updated and businesses would be monitored by ambassadors to ensure that details of closed businesses were not included. The committee were reminded that the purpose of the kiosks was for Monmouthshire County Council experiences to be promoted.

- We agreed that the kiosks appearance should be promoted, so that the interactive purpose was emphasised.
- Feedback was requested following the NATO conference. The Chair highlighted the need for PR and communications strategies to reinforce events that had been held in the area.
- Officers advised that due to its size the marketing strategy had not been included within the report, however, it was recognised that this should be fully integrated.
- We envisaged that progress would be made through a consultation document being created, based on discussions with members. The document would be circulated to all stakeholders and groups/individuals involved in original consultation. The opportunity would be provided for contributions and priorities to be identified going forward. Stakeholder feedback would be the next stage.
- Members welcomed sight of information as a result of the stakeholder sessions.

5. IMPROVEMENT OBJECTIVE

We received the Quarter 2 performance data for Improvement Objective 3, under the remit of Economy & Development Select Committee 'We Want to enable our county to thrive'. The report presented the wider key performance targets under the committee's remit and set in the Council's publicly available key performance plans.

The Improvement Objectives were annually set by the Council to deliver on priorities. The objectives were focused on the long term, however, the specific activities that supported them were particularly focused for the year ahead.

Performance had to be monitored in relation to inward investment projects and jobs created through Monmouthshire Enterprise and partners support, however, it was expected that jobs created should rise significantly with the completion of two larger projects in the second part of the year.

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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.

Improvement could be demonstrated by using fewer resources to deliver a similar outcome. Increasingly there may be a 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.

The committee scrutinised the information presented and during debate we noted:

- We highlighted that community led plans were equally as important as Whole Place and it was requested that these were used for measured data. Officers advised, that measures for community led plans were contained within the RDP therefore the framework had been populated. There were clear outcomes and it was suggested that it could be reviewed by the committee in the future.
- The Whole Place evaluation would be agreed by Cabinet in early 2015 and community led planning would go into the wider framework.
- A member requested consistency through the information reported as some figures were presented in % and others in number format. Officers noted the point and advised that it would be progressed.
- The committee were informed that specific data for each performance scorecard was available on the Hub, for each directorate.
- The systems review undertaken sought positive responses for planning applicants and enabled progress, the status of a good application would be determined by the authority.
- Clarification was requested regarding inward investment and members sought assurance that the area was being considered and there were no points of weakness that had to be addressed.
- In response, we were informed that inward investment was a major priority and three opportunities were being considered at present. The Monmouthshire Enterprise website was being developed and information could be provided to members.
- We received the definition for ‘broadly compliant’ as meeting the standard set by Welsh Government for the nationally set performance indicator.
- Further clarification was requested regarding figures for Monmouthshire Enterprise, specifically what was achieved in relation to how new businesses and people obtaining employment were supported. We were informed that a variety of requests were received, businesses created jobs for a small number of people, however, significantly more jobs would be created by larger employers.

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- The committee were advised that the purpose of the presented report was to focus on target, any changes and future projections that had occurred. Data was now available for actual figures, the improvement objective would be received by the committee at the end of the year and actual figures could be included.

The committee resolved to agree recommendations:

1. Members scrutinised the performance achieved and impact made to assess progress and performance against the objective.
2. Members identified 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.
3. Members agreed the targets and any revisions for the key Performance Indicators that fall within the remit of the Select Committee

We thanked officers for attending.

4. WORK PROGRAMME 2014/15

We received the Economy and Development Select Committee Work Programme for 2014/15. We noted that the format had changed and we noted the following:

- Special meeting 4th December 10am, budget mandates would be discussed – leisure, museums, ICT. The risk log would be presented alongside mandates, to ensure alignment.
- Every year challenge cabinet members and officers, make sure members are satisfied that risks are being managed effectively.
- 8th January 2015 – ordinary meeting to challenge on risk, the appropriate Cabinet members would be invited to attend.
- There were various items identified within the planner, however, specific allocation had not been agreed.
- It was suggested that the Events Strategy would be considered in February, along with the Destination Plan.
- End February/early March – anticipated the performance report from CMC² would be received by the committee.
- April – anticipated SRS performance.
- Other areas to be considered were identified as, Planning Development and S106, which were provisionally allocated for May.
- 5th February – Events Strategy, Tourism Management and Cardiff Capital region board.
- We resolved that the work programme would be finalised at the next meeting.

We resolved to receive the report and noted its content.

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5. COUNCIL AND CABINET BUSINESS FORWARD PLAN

We received the Council and Cabinet Business Forward plan and noted the following:

- The Business Improvement District and Town Centre Regeneration report would be circulated to the committee.

We resolved to receive the Council and Cabinet Business Forward Plan and noted its content.

6. DATE AND TIME OF NEXT MEETING

We noted that the next ordinary meeting of the Economy and Development Select Committee would be held on Thursday 8th January 2015 at 10.00am.

The meeting closed at 4.21pm

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Minutes of the Special Meeting of the Economy and Development Select Committee held at County Hall, Usk on Tuesday 24th February 2015 at 2.00 pm

PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D.L.S Dovey, D.L. Edwards, R.J.C. Hayward, J.L. Prosser, D.J. Evans and A.M. Wintle

ALSO IN ATTENDANCE:

County Councillor V.E. Smith

OFFICERS IN ATTENDANCE:

Ms. K. Beirne	- Chief Officer Enterprise
Mr. D. Davies	- Events Manager
Mr. I. Saunders	- Head of Tourism Leisure and Culture
Ms. C. Fallon	- Head of Economy and Enterprise
Mr. T. Lewis	- Events Coordinator
Mr. O. Wilce	- A County That Serves Volunteer Coordination
Ms. H. Ilett	- Scrutiny Manager
Mr. R. Williams	- Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors A.C. Watts and S. White.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MONMOUTHSHIRE EVENTS STRATEGY

We scrutinised the report in which the Select Committee were provided with a high level strategy which will underpin the Council's commitment, approach and vision for supporting, hosting and staging events within the County.

Select Committee Members were informed that the Council had not previously adopted an events strategy which was much needed to better align the Council to the Welsh Government events strategy, enabling Monmouthshire County Council to move forward in this important area of the Tourism, Leisure Culture and Enterprise. The strategy outlined Monmouthshire's current position on events within the County and recognised the exceptional value of its active communities in staging well-operated events.

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The strategy has grown and developed recent Member support on staging events to assist the coordination of the Council's resources and skills to best lend itself in enabling events to flourish and develop.

Whilst events could play a significant role in generating income for the County, it was more about creating value, enhancing the skillset and ideas of our most active communities, utilising our assets and resources to their absolute potential and promoting a 'can-do' attitude and mind-set through our organisation.

There were so many events and festivals that occurred throughout Monmouthshire and better coordination and planning would provide more opportunities to promote and market these events.

Having received the report, the following points were noted:

- The strategy will form the foundations of an Events Toolkit for Monmouthshire. This is a whole events package of running and delivering events.
- The Strategy would provide effective communication and coordination across the County with Monmouthshire's Events Strategy becoming the first step for town / community council's to go to when preparing an event in their area.
- A number of groups have contacted the Authority for support in preparing local events, resulting in a more networked community. Organisers were in constant contact with the Events Team.
- The Council was committed to delivering high quality events in line with Monmouthshire priorities and the Welsh Government Events Strategy.
- The Strategy will provide a mechanism for income generation.
- The Events Team will come back to a future Select Committee Meeting to showcase what the events Team are doing.
- The Events Strategy was based on encouraging growth and adding value in austere times.
- An Events Strategy meeting was being held this evening with interested parties in which mechanisms would be established to identify ways of sharing information.
- Establishing an Events Champion should be considered.
- The Events Team would provide feedback to the Select Committee regarding the Events Strategy meeting this evening.

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- The Events Team would come back to a future meeting to provide an update on progress.

We resolved to support the Events Team in developing a toolkit to assist and sustain current and new events within the county.

4. BROADBAND IN MONMOUTHSHIRE

We scrutinised a report regarding Superfast Broadband provision in Monmouthshire and associated opportunities for delivery of external iCounty activities.

The report outlined the likely and continued digital deprivation following the implementation of Next Generation Broadband Access or Superfast Cymru in Monmouthshire. It also raised awareness of ICT exploitation opportunities associated with Superfast Cymru, the Superconnected Cities programme and other alternative connection technologies such as wireless and satellite deployed in the County.

It was recognised that there was a need for additional resources to enable Monmouthshire Business and Enterprise to capitalise on Monmouthshire's existing and emerging Broadband infrastructure assets, to ensure opportunities and experience were maximised and gaps in provision, skills and impact were addressed.

Having received the report, the following points were noted:

- In response to a question raised by a Select Committee Member regarding engagement with Welsh Government in which the Authority was asking for funding for exploitation and whether this should come under the Superfast Cymru contract to encourage take up for broadband services, the Head of Economy and Enterprise informed the Select Committee that there were delays and that we were on a short timescale regarding Superconnected cities. However, the Authority has managed to get this extended to March 2016 but it was unlikely that this would be extended further. Regarding ICT exploitation, there were also delays regarding the rollout of the Welsh Government ICT exploitation programme which should be noted was for business only. The Authority could however use RDP funds for ICT exploitation activities with communities but that wouldn't be available until July 2015. Therefore, by maximising the opportunities by making a small investment to provide additional resources to promote the current schemes and capitalise on Monmouthshire's existing and emerging Broadband infrastructure assets, the County would benefit by getting more communities and businesses online.

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- It was noted that the total resource allocation required for this programme of activities was £73,000. The report had been presented to the Digital Board which had been endorsed. It was noted that there was a need for the Authority to invest in this programme in order to support businesses and communities.
- Funding for this programme had been ring-fenced via the ICT Transformation Reserve and a decision on funding allocation would be made by Cabinet.
- Post code areas within 'white' areas were being looked at with a view to providing broadband provision to these areas via a pilot innovative broadband infrastructure programme funded by the Department of Culture, Media and Sport in the sum of £890,000.
- It was noted that 20% of people within Monmouthshire had not taken up Broadband provision. It was imperative that efforts be made to encourage as many people as possible to take up Broadband provision so that they did not become left behind. It was acknowledged though, that some people would never chose to take up Broadband provision.
- It was acknowledged that in order to maintain and encourage further business development within Monmouthshire, Superfast Broadband provision was essential.
- In response to a Select Committee Member's question regarding Superfast Broadband provision in Chepstow, it was noted that the Chamber of Commerce had been notified of the Superfast Cymru Broadband programme and the Superconnected Cities voucher scheme and issues were being addressed regarding Broadband connection in this area.
- Superfast Broadband can be expensive and unaffordable for some who may choose to use mobile devices to receive Broadband rather than a direct line rental into their homes.
- Support in accessing Broadband provision needed to be provided and how to access various devices such as tablets and laptops etc. Monmouthshire On Line was available to provide this support but the funding ends in March 2015 with no clear route to additional funds available yet. Officers were looking to work with partners, such as Argos and Barclays Digital Eagles.
- Officers were working with Melin Homes regarding the Digital Access and Skills Strategy.

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We resolved to endorse the report to be presented to Cabinet to secure ICT transformation funding to allow additional resources to be secured to ensure that the potential of Superfast Cymru and associated programmes were maximised for the benefit of Monmouthshire businesses and residents.

5. CARDIFF CAPITAL REGION BOARD

County Councillor P.A. Fox attended the meeting as a Board Member of the Cardiff Capital Region Board and provided the Select Committee with an update on progress.

In doing so, the following points were noted:

- The next meeting of the Cardiff Capital Region Board will formulate firm recommendations to be submitted to the Welsh Government Minister Edwina Hart.
- The drivers for a city region approach were both internal and external to the region.
- Cardiff was a city growing at pace and was a vibrant city which boded well for the region as a whole.
- The priority themes for the Board were around connectivity, both digital and physical, around skills, innovation and growth, as well as creating a positive identity for the region.
- Aligning strategies and thinking – engagement with all key stakeholders will take place. Monmouthshire will be asked to contribute its views on how the authority might fit within the vision of the Cardiff Capital Region.
- All communities will benefit from the Capital Region.
- There was an opportunity to put the Region onto the global stage, creating a vibrant City Region. Therefore, it was key that the development of the Cardiff Capital Region continued to move at pace.
- The Board was scheduled to hold three further meetings by which time firm recommendations would be presented to the Welsh Government Minister regarding the Board's vision.

Having received the update, the following points were noted:

- Abergavenny was a hub town. Therefore, effective communication and improved transport links from the north of the County to the region was

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key. It was noted that the transport plan was being aligned with the City Region Plan.

- The Monmouthshire Strategic Transport Group had made progress regarding the creation of a new Transport Plan for Monmouthshire which would shortly be presented to Council for consideration. Cross border issues had also been discussed in preparing the Transport Plan.
- Concern was expressed that Monmouthshire will become a dormitory to the region where residents will work out of County.
- The region requires better infrastructure. Currently, there was only one motorway located within the region.
- Full Council will discuss Monmouthshire's part in the City Region in due course.
- Monmouthshire was located in a prime position between two city Regions, i.e. Cardiff and Bristol.
- The Select Committee would be presented with the recommendations of the Board in due course.
- A Member Seminar could be established to provide an update on progress regarding the Cardiff Capital Region Board before being debated at Full Council in due course.

We resolved to receive the update and noted its content.

6. WORK PROGRAMME

We received the Economy and Development Select Committee Work Programme for 2014/15. In doing so, the Scrutiny Manager informed the Select Committee that since receiving the agenda, there had been substantial changes to the work programme as some urgent reports had come forward that required scrutiny.

The Work Programme would be amended as follows:

5th March 2015 at 10.00am

- Pre-decision scrutiny of the Business Improvement District in Abergavenny.
- Economic return on investment of the cycling programme.
- Capital and Revenue Budget Monitoring.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of the Economy and Development Select Committee held at County Hall, Usk on Tuesday 24th February 2015 at 2.00 pm

Special Meeting – 30th March 2015 at 10.00am

- Update on the Y Prentis Scheme.
- Supporting Monmouthshire's Business Competitiveness.
- Tourism Destination Management Strategy.
- CMC2 – Community Interest Company leading green and digital growth.

21st April 2015 at 12.00pm (Pre-Meeting at 11.30am)

This meeting to be re-arranged from 23rd April 2015.

Agenda items:

- Shared Resource Service.
- Chief Officer Annual Report.
- Improvement Plan 2014 – 2017.
- Revenue and Capital Budget Monitoring – Outturn Reports.

After May 2015 (Council Diary yet to be confirmed)

- Planning and Development.
- Section 106 Agreements.

We resolved to receive the work programme and noted its content.

The meeting closed at 4.42pm

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Special Meeting of the Economy and Development Select
Committee held at County Hall, Usk on Tuesday 24th February 2015 at 2.00 pm**

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk on Thursday 5th March 2015 at 10.00 am

PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D.L.S Dovey, D.L. Edwards, R.J.C. Hayward, J.L. Prosser, D.J. Evans, A.C. Watts, and A.M. Wintle

ALSO IN ATTENDANCE:

County Councillor V.E. Smith

OFFICERS IN ATTENDANCE:

Ms. K. Beirne	- Chief Officer, Enterprise
Mr. P. Davies	- Head of Commercial and People Development
Mr. I. Saunders	- Head of Tourism Leisure and Culture
Ms. C. Fallon	- Head of Economy and Enterprise
Mr. J. Woodcock	- Business Manager, Monmouthshire Business & Enterprise
Ms. H. Ilett	- Scrutiny Manager
Mr. R. Williams	- Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor S. White.

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 8th January 2015, as an accurate record and they were signed by the Chairman.

4. PUBLIC OPEN FORUM

There were no members of the public present.

5. BUSINESS IMPROVEMENT DISTRICT - ABERGAVENNY

We scrutinised the report regarding the proposed Business Improvement District (BID) in Abergavenny and the associated implications for the Council should the ballot result in an absolute majority outcome. In doing so, a presentation was received and the following information was noted:

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What is a Bid?

- First established in 2004, 188 in existence, three in Wales, 11 in development.
- Business led initiative in a defined area within which businesses agree town improvements, implementation and costs.
- A chargeable levy determined by the band of rateable value, i.e., above £10,000, to fund projects in the boundary area. Projects to be additional to those provided by the Council and any other public sector organisation

Why Abergavenny?

- Identified as a development opportunity in the Whole Place plan – link to ‘Our County Thrives’.
- Funding opportunity from Welsh Government as a result of the bid for Vibrant and Viable Places funding application.
- Welsh Government funding consultancy costs for advice and support to undertake the BID ballot.

Abergavenny BID Objectives

- Increase footfall and spend by enhancing Abergavenny as a destination town.
- Create a quality environment where people can access the town centre easily and efficiently.
- Ensure the town holds a mix of sectors and services which support each other and further enhance the town’s offer and vitality.

Associated Opportunities

- 431 properties in Abergavenny BID liable to pay the BID levy. It was anticipated that this will raise over £250,000 per annum for five years to implement improvements.
- Will generate in excess of £1.25M investment over the five year BID period.
- Will also provide match funding potential to draw in additional funds.

The Democratic Process of the BID

- Business consultations started in April 2014 to determine BID priorities:

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- Business Confidence Survey promoted via postcards to all business premises in the BID area.
 - Consultation event in April 2014.
 - Public Meeting hosted by the Civic Society in April 2014.
 - Business Workshop in June 2014.
 - Draft summary business plan hand delivered to all businesses in BID area - December 2014.
 - Mail out in February 2015 with information about the levy and timing of the ballot.
 - Current One to One Consultations.
- BID Task Group formed from businesses within the BID area.
 - Objectives determined which formed the draft business plan.
 - Final business plan to be distributed to BID businesses in April 2015.
 - Business plan to provide the basis for the ballot to take place from 14th June to 14th July 2015.
 - BID becomes compulsory if businesses vote in its favour on two counts - overall majority, majority of those that vote must also represent a higher rateable value than those businesses that have voted 'No'.

Recommendations for the Select Committee to consider

- Agree to charge the BID delivery mechanism an annual cost (amount to be determined) for the duration of the BID to cover Council costs associated with the collection of the BID levy on behalf of the BID.
- If a 'yes' vote is secured to offer conditional up-front financial support in July 2015 to enable the BID team to start delivery of BID projects and services without delay. Support to equate to 35% of the first year's BID levy, approximately £90,000 to be redeemed in full by the County Council upon receipt of the BID levies.
- Delegate authority to the Head of Legal Services in consultation with the Leader to sign the necessary operating agreement that will exist between the Council and the BID delivery mechanism.

Approval sought for

- Allocation of funds, anticipated to be no more than £10,000 per annum, for the Council's BID levy liability for the five year term of the BID, managed from within existing revenue budgets.

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- £90,000 advance to the BID delivery mechanism to be returned once the BID levy is received. Cash flow implication is minimal.
- Annual charge to the BID delivery mechanism (amount to be determined) for the duration of the BID to cover Council costs associated with the collection of the BID levy. Costs to include administration and recoverable cost of implementing and running the software to enable the BID monies to be administered.

Having received the report and presentation, the following points were noted:

- In response to a Select Committee Member's question regarding the operating agreement and the BID delivery mechanism, it was noted that discussions were being held with the consultants to establish whether the BID will be a separate company or whether there was a need for it to work with the Town Team bringing initiatives together. There will be an options report which will be presented to the Steering group on the 9th March 2015 regarding this matter. A member of the Town Team will be in attendance at this meeting in order to bring together the relevant issues. This will ensure that all options were being explored with a view to ensuring that the right option would be achieved.
- The number of Monmouthshire County Council premises within the proposed BID area equated to 20 with the total number of premises equating to 431. Therefore, Monmouthshire County Council would have 20 votes out of a total of 431 votes.
- The Chief Officer, Enterprise stated that the Whole Place Strategy had been presented to Cabinet yesterday regarding a proposal to commission a review called community governance. Currently, there was a whole plethora of groups within Abergavenny that could potentially take on the role as delivery agents as the Authority looks into different ways of running local services. Therefore, the immediate priority over the coming weeks will be to decide who is best placed to do what.
- The consultants were Mosaic Partnerships and knew the Abergavenny area well. There were 188 models in existence and Mosaic Partners had been involved in the development of most of these models. With the Town Team in place, it was considered that all options needed to be pursued. In the business plan there will be a Board of Directors comprising of businesses. It would be transparent in its operation, and currently, would be a not for profit company. However, all options would be investigated. Officers' role in this matter was to facilitate the process.
- A quote had been received from Northgate regarding the software package in the sum of £14,000. However, the Revenues Section considered that this was excessive and were discussion with Northgate to negotiate a lower figure.

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- In response to a Select Committee Member's question regarding whether it might be better suited if the Abergavenny Chamber of Commerce were to receive the funding to take this forward rather than officers, the Head of Economy and Enterprise stated that Abergavenny Business Club was supportive of the BID. In terms of match funding, the opportunity was open to other groups to apply for match funding. In terms of CMC2, the BIDs were run via different legislation and required a different mechanism to progress.
- In response to a Select Committee Member's question it was noted that the BID could have separate CICs if it decided upon this. However, there was another layer of governance involved with CICs which was in addition to a standard not for profit enterprise.
- Businesses under £10,000 rateable value will not have a vote.
- An update report will be brought back to a future meeting of the Select Committee.

We resolved:

- (i) to note the boundary of the proposed Abergavenny BID as detailed in the appended Abergavenny BID Draft Summary Business Plan;
- (ii) to agree that financial provision was made for the proposed BID levy in respect of the Council's estate within the BID area, exact figures were yet to be confirmed but were unlikely to be in excess of £10,000 per annum to be paid for the duration of the BID's five year operation;
- (iii) to exercise the Council's vote to support the proposed BID ballot in respect of the Council's estate within the BID area and to delegate authority of the vote to the Head of Commercial and People Development.
- (iv) to note that formal notice of the Ballot has been received by the Chief Executive and Returning Officer and that correspondence has been sent to the Department for Communities and Local Government to advise them of the intention to pursue a Business Improvement District in Abergavenny;
- (v) to agree Officers' recommendations to charge the BID delivery mechanism an annual cost (amount to be determined) for the duration of the BID to cover Council costs associated with the collection of the BID levy;

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- (vi) In the event of a 'yes' vote being secured to offer conditional up-front financial support in July 2015 to enable the BID team to mitigate the risks against start up failure by enabling them to start delivery of BID projects and services without delay. The financial support will equate to 35% of the first year's BID levy, approximately £90,000 and will be redeemed in full by the Council upon receipt of the BID levies;
- (vii) to delegate authority to the Head of Legal Services in consultation with the Leader of the Council to sign the necessary operating agreement that will exist between the Council and the BID delivery mechanism.

6. MONMOUTHSHIRE CYCLING EVENTS RETURN ON INVESTMENT AND EVALUATION 2014

We scrutinised the Monmouthshire Cycling Events return on investment and received an analysis of the wide ranging benefits of delivering the 2014 National Cycling Road Race Championships and the 2014 Tour of Britain.

The Events Team were developing a toolkit for events as sound evaluation and return on investment were critical in ensuring events were delivering the necessary outcomes and objectives.

Having received the report, the following points were noted:

- In response to a Select Committee Member's question regarding whether the Authority had the capacity to provide future events on this scale, the Head of Tourism Leisure and Culture stated that the data for the cycling events was available. A significant positive impact had been made regarding the effect on tourism and bringing in additional tourism to the County. Monmouthshire was seen as the road race capital. Positive development with local cycling clubs was happening and the cycling events recently held within the County had inspired more people to take up cycling.
- The report was an early indicator outlining the success of the cycling events. Officers were now going through a period of reflection and were compiling qualitative impact data. Therefore, the impact will not be seen in the STEAM data for 12 months. However, this data would be presented to the Select Committee when available.
- The Council might need to invest in the County's infrastructure if further high profile events were to be held within Monmouthshire in the future.
- The Select Committee was pleased with the exposure that Monmouthshire had received as being a County for tourism as a result of the cycling events recently held. However, impact data needed to be provided at a future Select Committee meeting outlining details such as footfall in the towns before and

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after the events, interviews with traders before, during and after the events, in order to ascertain the impact on local communities and businesses.

- It was noted that large scale future events would require some investment from the Council in advance in order to ensure that a return on investment would be achieved. Mechanisms needed to be put in place to support a framework and allow the Authority to invest sustainably.
- More tourism accommodation would provide a greater return on investment. The £2.76M return on investment could have been higher if more tourism accommodation had been available in Monmouthshire during the recent cycling events.
- In response to a Select Committee Member's question, the Head of Tourism Leisure and Culture stated that he would go back to Front Line regarding figures in respect of the Tour of Britain to obtain a more detailed breakdown of the figures relating to this event.
- The Events Team was looking to put on an event in June 2015 around the velothon.
- It was acknowledged that there had been a number of volunteers who had provided their time free of charge. If these individuals had not been available, the costs to the authority in organising the events would have been higher.
- It was acknowledged that for future events there was a need to improve and invest in communication.

We resolved:

- (i) to receive the report and noted its content;
- (ii) that the Select Committee receives an update report at a future meeting outlining details of impact data and sustainability.

7. CAPITAL BUDGET MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT

We resolved to defer consideration of this report to the next ordinary meeting of the Economy and Development Select Committee as the hyperlinks contained within the report were not working, resulting in Members not being able to receive all of the data.

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8. REVENUE MONITORING 2014/15 MONTH 9 OUTTURN FORECAST STATEMENT

We resolved to defer consideration of this report to the next ordinary meeting of the Economy and Development Select Committee as the hyperlinks contained within the report were not working, resulting in Members not being able to receive all of the data.

9. WORK PROGRAMME

We received the Economy and Development Select Committee Work Programme for 2014/15. In doing so, the following amendments to the work programme were noted:

30th March 2015 at 10.00am (Special Meeting)

- Y Prentis Scheme.
- Supporting Monmouthshire Businesses.
- Tourism Destination Management Strategy.
- Shared Resource Service.
- Capital Budget Monitoring 2014/15 Month 9 Outturn Forecast Statement.
- Revenue Monitoring 2014/15 Month 9 Outturn Forecast Statement.

21st April 2015 at 12.00pm

- CMC2 – Community Interest Company leading green and digital growth.
- Chief Officer Enterprise Annual Report.
- Improvement Plan 2014 – 2017.
- Revenue and Capital Budget Monitoring – Outturn Reports.

We resolved to receive the work programme and noted its content.

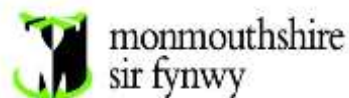
10. COUNCIL AND CABINET BUSINESS – FORWARD PLAN

We received the Council and Cabinet Business Forward Plan.

In doing so, the Scrutiny Manager stated that she had emailed a report to Select Committee Members this morning, for information, from the Community Infrastructure Coordinator regarding Caldicot Pitch and that Select Committee Members should email the report author directly if they had any comments to make in respect of the report.

We resolved to receive the Council and Cabinet Business Forward Plan and noted its content.

The meeting closed at 11.45am.



SUBJECT:	STRATEGIC REVIEW AND RE-PURPOSING OF CMC²
MEETING:	ECONOMY AND DEVELOPMENT SELECT COMMITTEE
DATE:	23rd April 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To consider the appended business case to re-purpose and re-name the Authority's wholly-owned Community Interest Company (CIC), CMC², and re-position it as a wholly external Enterprise-focussed vehicle. This will involve spinning-out the current internal economic development function – Monmouthshire Business and Enterprise' - into the CIC as a new Economic Growth company, aligning directly with the Authority's priority around business growth and job creation.

2. RECOMMENDATIONS:

- 2.1 To consider this report and appended business case requesting the approval of the 'spin out' of the economic development team into the Council's CIC, re-establishing, re-purposing and re-branding it as an economic growth company and delivery vehicle for business and community enterprise development (Monmouthshire Business Enterprise) to maximise local community benefit.
- 2.2 To agree that a composite report and business case be subsequently brought to the committee around the Authority's future approach to software and systems development, that includes consideration of the existing software development team within the CIC.
- 2.3 For Select Committee to endorse this report, for further consideration and approval by Cabinet.

3. KEY ISSUES:

- 3.1 Following an options review process undertaken by the board of CMC2, a proposal has been developed to re-focus and re-purpose it as a vehicle to operate and run the internal Monmouthshire Business and Enterprise function (known as Mon Biz Enterprises (MBE)). CMC2 was conceived and established by the Council in 2011 and has since worked in line with its social aims – digital, green and training - and within the remit of the CIC Regulator, adhering annually to the stringent ‘community interest test’. It has come to the end of its initial three year business plan phase and given the opportunities that now exist with the business growth and enterprise agenda – many of which are set out in the new Business Growth and Enterprise Strategy; the Local Development Strategy for the new Rural Development Plan and the external components of iCounty, such as business exploitation of broadband – the Board has proposed that the company is refreshed and refocused to maximise potential for the county.
- 3.2 The CMC2 board has concluded that continuing the current focus on digital and in particular software development cannot support a future for CMC2. Software development work undertaken by CMC2 to date, although beginning to constitute a significant proportion of the wider programme of work, has been on a relatively small-scale and exploratory basis and to work it up beyond this would be problematic since CMC2 is a CIC and asset locked and these constraints do not support this type of commercial endeavour at scale. Arriving at this critical decision-making point left the Board with three main options – all of which are outlined in the attached Board paper. In light of the options and opportunities around business growth, broadband and technology for business development and the new RDP, the board decided that re-purposing and re-focussing the company to optimise the opportunities, was the preferred way forward. A breakdown of the proposals and opportunities are contained within the attached Draft Business Plan for 2015/16 and beyond.
- 3.3 Members have been kept fully up-to-date with the changes within CMC2 with Cabinet receiving a revised CMC² business plan in [July 2014](#) after the company had taken steps to focus on the potential to income generate from digital innovation and software development activities. The outturn positions for the 18 month period ended 31st March 2015 will be subsequently brought through pre-decision scrutiny and Cabinet.. Given the potential that clearly exists around software development, a review is currently underway led by the Head of People and Commercial Development to inform its future positioning and the business case required to support it. A composite report and business case will subsequently be brought to the committee.
- 3.4 Learning from [Living Reading](#), Reading Borough Council’s Economic Development Company, and MBE intends to exploit the county’s potential as a key player in the proposed new economic powerhouse of the Cardiff Capital Region and emerging ‘Great Western Cities’ proposition. With the planned new infrastructure alongside the Next Generation Access Broadband programmes, MBE will seek to take an economic intervention lead in the rural areas of this region (primarily Monmouthshire), promoting the quality lifestyles, excellent facilities and connectivity to potential inward investors, whilst harnessing growth opportunities for our existing businesses and communities – promoting balanced evolution.

- 3.5 MBE is ambitious in its future direction. The company will bring together key partners keen to sustain and exploit the county's potential and deliver the economic vision to: *'Build the enterprise capacity and re-invent our future... enabling inclusive and connected communities'*. In achieving this vision MBE will utilise opportunities as increased connectivity enables more flexible working, a growth in knowledge-based industries and increased digital social innovation as promoted by [Nesta](#). Seeking to attract new knowledge based start-ups into the area MBE will maximise opportunities associated with the identification of South Wales as a Top 5 UK Tech Cluster in the recent [Tech City report](#).
- 3.6 Working directly with communities as part of the 'Whole Place' process, MBE will also act as a facilitator to enable local residents to develop community led impact projects that will inspire, support and promote the opportunities for 'Smart' Communities or a 'Smart Monmouthshire', as envisioned by iCounty and defined by [The California Institute for Smart Communities](#) as: *'Smart communities are not, at their core, exercises in the deployment and use of technology, but rather in the promotion of economic development, job growth and higher living standards overall. In other words using technology as a means to a larger end with clear and compelling benefits for communities'*.
- 3.7 The vision of a 'Smart' Monmouthshire is a step forward in the delivery and impact activities of Monmouthshire's iCounty external vision 'enabling inclusive and connected communities' whereby communities, who are highly networked and supported, are exploiting new digital technologies and new digital infrastructure, connecting to others and reducing the need for physical travel thereby reducing carbon emissions. A 'Smart' Monmouthshire built on a resilient local economy with an army of 'agile' workers who live locally and spend locally, generating high quality local jobs. A 'Smart' Monmouthshire enabled by local empowerment where services are delivered locally, by competent local organisations, leading to improvements in local democracy and an increase in local prosperity.

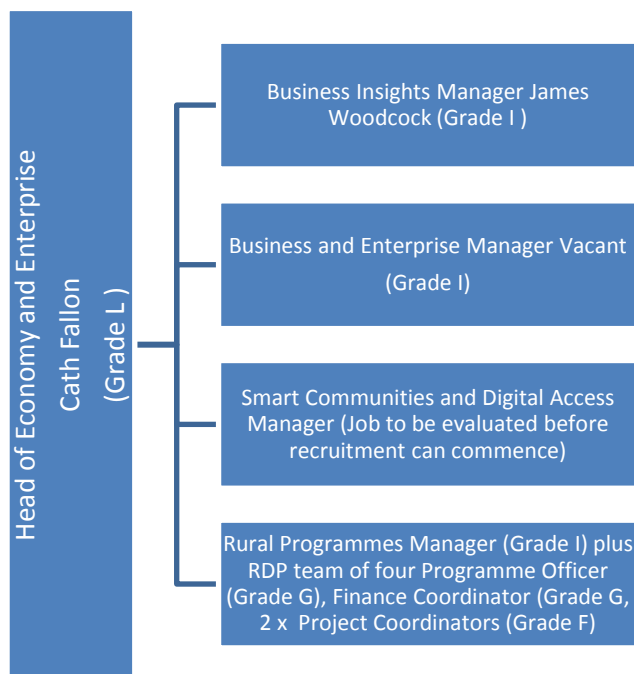
4. REASONS

- 4.1 Why Now? The relatively recent decision by UK Government to increase broadband and mobile connectivity in rural areas is boosting Monmouthshire's economic prospects. As connectivity increases the importance of rural areas is set to grow. Connectivity enables an increase in net migration from urban to rural areas leading to an increase in flexible and home working, further growth in knowledge-intensive industries such as computer programming and consultancy and increased transfer of innovation to and from rural businesses.
- 4.2 Continuation in these trends can lead to stronger productivity growth, job creation and higher output in Monmouthshire. In fact over the next decade productivity in Monmouthshire could grow faster than in Newport or Cardiff. By harnessing these trends in the context of a

'Smart' Monmouthshire there are significant opportunities to drive growth in productivity, employment and output for Monmouthshire which can have a significant impact on our GVA. This in turn can lead to increases in earnings and overall growth. Expanded opportunities combined with continued movement of people to Monmouthshire and increased labour market participation, could offset our ageing demographics and also lead to significant employment growth.

- 4.3 Against a back drop of public sector cuts MBE is entering a new time of opportunity with its lead role in the new 2014-2020 Rural Development Programme set to start in July 2015. This £2.79M programme will provide much needed revenue funding for the rural wards of Monmouthshire and Newport focusing on themes such as facilitating pre-commercial development; business partnership and short supply chains; exploring new ways of delivering statutory public services; renewable energy at community level and the exploitation of digital technology. The trend towards 'bottom up' rural development nurtured during Monmouthshire's adventa LEADER+ Rural Development Programme now paves the way for new opportunities for 'networked' development and a 'Smart' Monmouthshire.
- 4.4 A decision taken by the Council to 'spin out' MBE into their CIC model will enable the birth of an innovative partnership. A decision to re-purpose the company will enable it not only to capitalise on the county's potential but also to adapt a true 'place based' approach to rural development across a range of sectors which will generate competitive advantage. This new approach will generate networks which will enable local challenge, mobilisation and the exploitation of assets which will lead to opportunities for economic growth, community empowerment and localised service delivery. The new look MBE will not only present an exciting new opportunity for the Council's CIC but will also enable the company to deliver innovative income generation opportunities and capitalise on new EU funding streams through the RDP and others. By operating as a 'stand-alone' business MBE will be in a position to grow with and in the local economy which it serves, benefiting from the commercial expertise offered by the company's Board of Directors through the innovative public/private partnership that will exist and the trading freedom that the new operating environment will provide. The new structure will also offer an opportunity for MBE to uniquely establish itself as a dedicated Economic Growth company, offering rural regeneration services for South East Wales and beyond, particularly timely given the 'Great Western Cities' proposition and the Cardiff City Region backdrop.
- 4.5 The newly re-purposed and dedicated economic growth company - Monmouthshire Business Enterprise - that is being proposed will provide flexibility within a private/public governance structure whereby joint decisions can be made which will benefit Monmouthshire as a whole. The company will provide a delivery mechanism for the RDP whilst also providing business growth advice and community facilitation opportunities to enable and promote balanced growth. Operating in a unique environment the company will not only facilitate the delivery of non-statutory local government services on behalf of the Council but will also provide a modest income generation stream to increase the company's productivity, ensuring that any profits are used to support a 'Smart' Monmouthshire.

- 4.6 The CIC is currently governed by a Board of Directors with high commercial acumen however it is anticipated that a skills analysis will identify that the Board needs to be strengthened to reflect the proposed changes, a recruitment drive will therefore be undertaken to reflect the changes. A new management team will also be sought from Board members who will review company matters on monthly basis. This revised governance and operating structure will enable operational decisions to be taken quickly allowing the company to move nimbly and flexibly. The ability to move with speed will enable the team to maximise commercial opportunities and income generation opportunities.
- 4.7 MBE currently has a team with significant business experience, skills and commercial acumen (see team structure chart below). It is proposed that the team will be seconded into the CIC from MCC to ensure this expert knowledge is retained and the team are fully operational with immediate effect. The CIC has previously operated with MCC secondees and therefore the necessary processes are in place to ensure a smooth and speedy transition. In addition MCC’s current Head of Economy and Enterprise has significant experience of managing the CIC having previously acted as Deputy CEO/Head of Operations and has an established expertise with CIC regulations and associated compliance regulations.



5. RESOURCE IMPLICATIONS:

- 5.1 Whilst possible external sources of funding are also being explored there is a clear need for MCC resources if MCC's aspirations with regard to iCounty and the delivery of the Monmouthshire Business Growth and Enterprise Strategy and the Rural Development Programme are to be met. Although the team have generated a very small amount of income to date, the proposed move to the new CIC structure would enable the team to take this to the next level. Also operating as a non-profit making entity opens up the possibility to apply for funding that would normally be out of MCC's reach e.g. Third Sector Loan Fund, Big Lottery, Horizon 2020, etc.
- 5.2 The Council currently pays £120,844 to deliver this non statutory economic development service whilst also providing office accommodation, ICT support, etc. In addition the budget for the RDP for the 2014-2020 Programme is £2.79M which will require 20% match funding from MCC of £428,573 with the additional £94,552 being met by Newport City Council based on eligible rural population.
- 5.3 It is therefore proposed that as the current budget continues to be paid into the CIC for the service to enable continuous service delivery however the Council will no longer need to provide office accommodation, etc. for the team as for the costs for this will be met by the company. It is anticipated that the company will generate a modest profit of £17,700 during its first year of trading. Full details can be found in section 5 of the accompanying business case.

6. SUSTAINABILITY AND EQUALITY IMPACT ASSESSMENT

- 6.1 This report requires an agreement in principle with regard to the re-purposing of the Council owned CIC, CMC² and the 'spinning out' of Monmouthshire Business and Enterprise team. As a result there are no sustainability or equality impacts to be assessed at this stage.

7. CONSULTEES:

CMC² Board
Senior Leadership Team
Economy and Development Select Committee Members

8. BACKGROUND PAPERS:

Appendix 1 – Business Case – Strategic Review and Re-purposing of CMC2

9. AUTHORS:

Peter Davies, Head of Commercial and People Development – peterdavies@monmouthshire.gov.uk (01633) 644294

Cath Fallon, Head of Economy and Enterprise – cathfallon@monmouthshire.gov.uk (01633) 748316

Business Case

Strategic Review and Re-purposing of CMC²

Mon Biz Enterprises (MBE)

‘The Economic Growth’ Company for Monmouthshire

Executive Summary

Monmouthshire Biz Enterprises (MBE) wishes to seek approval to re-purpose the Council owned CIC, CMC² and take it into a new strategic and focussed direction. Following a recent 'Think Piece' submitted to the CMC² Board in November 2014, this business case proposes a new direction for the CIC and for the Council whereby **MBE**, currently operating as the economic development team, is 'spun out' into the CIC and a new Economic Growth company is born.

The evidence for this proposal is based on recent trends in rural areas as Superfast Broadband is rolling out across the UK and rural areas are experiencing:

- Net growth in population due to migration from urban to rural areas;
- A growth in flexible and home working;
- A growth in knowledge-intensive businesses; and
- An increase in innovation transfer.

Taking this into account along with the 'iCounty' vision to '*enable inclusive and connected communities*' and the Council's 'Whole Place' community empowerment agenda **MBE** recognises the opportunity to enable a 'Smart' Monmouthshire where technology is used' to promote economic growth, job growth and higher living standards as a means to delivering clear and compelling benefits to Monmouthshire's Communities.

This proposal seeks to address these opportunities by re-purposing the CIC to give it one clear overarching aim as an economic growth company, governed through a re-purposed Board of Directors to maximise local community benefits. By taking the decision to 'spin out' **MBE** the Council will enable the team to operate as a business, growing with and in the local economy, benefitting from trading freedom and access to additional income streams which are currently beyond the team's reach.

This proposal is therefore only based on two options, Option One which is an analysis of the opportunity to re-purpose the CIC as an economic growth company via the secondment of the **MBE** team into the CIC or Option two, which is quite simply the status quo i.e. the team remains within the Council. Option one will require a decision from the Council to pay for the delivery of the economic development team as a non-statutory service which will require a strong commissioning document to be put in place between MCC and MBE. Why should the Council do this? With the emerging backdrop of the proposed new economic powerhouse of the Cardiff Capital region and 'Great Western Cities' proposition, **MBE** has an opportunity to take an economic intervention lead in the rural areas of this region promoting the quality lifestyles, excellent facilities and connectivity to potential inward investors – harnessing growth opportunities for our existing businesses and communities and promoting balanced evolution.

Option One identifies opportunities whereby this re-purposed CIC can generate a modest profit which can be re-invested into Monmouthshire not only to address the company's revised social aims and objectives but also to provide a brighter future for our potential young entrepreneurs and citizens of the County. The risks associated with this venture lie in the legal and reputational risks along with financial and collaboration risks but these can be mitigated through strong governance, financial control and leadership. Perhaps the bigger risk in this instance is of standing still and losing out on the opportunity not only to empower **MBE** to lead on this ambitious agenda but of the potential to harness Monmouthshire's immense social capital.

1. Vision

Mon Biz Enterprises (MBE) wishes to take CMC², the CIC social enterprise vehicle conceived by MCC in 2011, into a new strategic and focussed direction. **MBE** intends to 'spin out' of the Council to become Monmouthshire's new dedicated Economic Growth company stimulating and driving new investment into and within the county, in the strategic context of the Council's Monmouthshire Business Growth and Enterprise Strategy and the iCounty vision.

Learning from [Living Reading](#), Reading Borough Council's Economic Development Company, **MBE** will exploit the county's potential as a key player in the proposed new economic powerhouse of the Cardiff Capital region and emerging 'Great Western Cities' proposition. With the planned new infrastructure alongside the Next Generation Access Broadband programmes **MBE** will seek to take an economic intervention lead in the rural areas of this region (primarily Monmouthshire), promoting the quality lifestyles, excellent facilities and connectivity to potential inward investors, whilst harnessing growth opportunities for our existing businesses and communities – promoting balanced evolution.

MBE is ambitious in its future direction. The company will bring together key partners keen to sustain and exploit the county's potential and deliver the economic vision to:

**'Build the enterprise capacity and re-invent our future...
Enabling inclusive and connected communities'**

In achieving this vision **MBE** will utilise opportunities as increased connectivity enables more flexible working, a growth in knowledge-based industries and increased digital social innovation as promoted by [Nesta](#). Seeking to attract new knowledge based start-ups into the area **MBE** will maximise opportunities associated with the identification of South Wales as a Top 5 UK Tech Cluster in the recent [Tech City report](#).

Working directly with communities as part of the 'Whole Place' process, **MBE** will also act as a facilitator to enable local residents to develop community led impact projects that will inspire, support and promote the opportunities for 'Smart' Communities or a 'Smart Monmouthshire', as envisioned by iCounty and illustrated in *Figure One* and defined by [The California Institute for Smart Communities](#) as:

'Smart communities are not, at their core, exercises in the deployment and use of technology, but rather in the promotion of economic development, job growth and higher living standards overall. In other words using technology as a means to a larger end with clear and compelling benefits for communities'

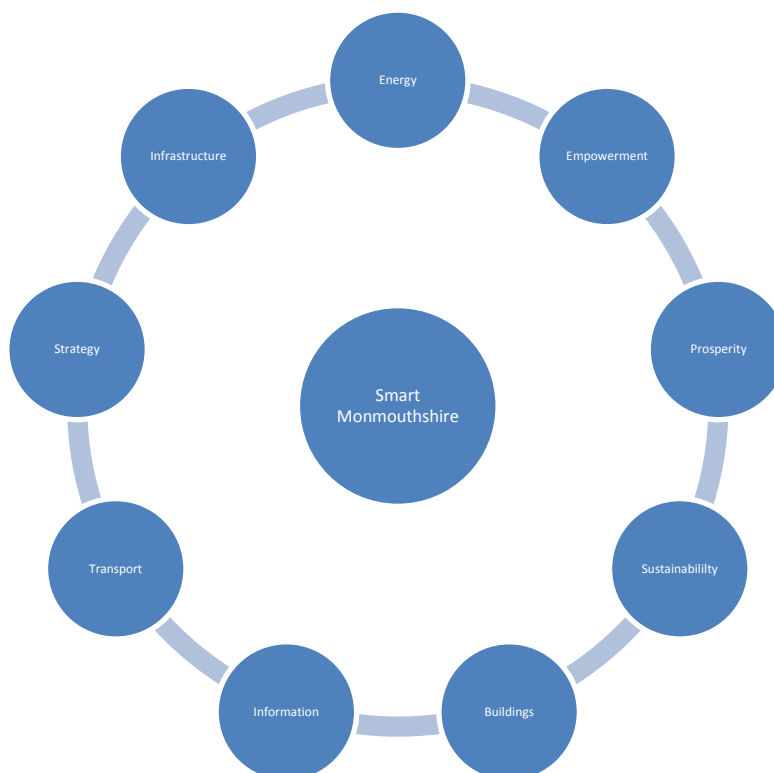


Figure One: The impact opportunities of a 'Smart' Monmouthshire

The vision of a 'Smart' Monmouthshire is a step forward in the delivery and impact activities of Monmouthshire's iCounty external vision 'enabling inclusive and connected communities' whereby communities, who are highly networked and supported, are exploiting new digital technologies and new digital infrastructure, connecting to others and reducing the need for physical travel thereby reducing carbon emissions. A 'Smart' Monmouthshire built on a resilient local economy with an army of 'agile' workers who live locally and spend locally, generating high quality local jobs. A 'Smart' Monmouthshire enabled by local empowerment where services are delivered locally, by competent local organisations, leading to improvements in local democracy and an increase in local prosperity.

Horizon scanning on 'Smart Cities' programmes across the World has identified that Monmouthshire's innovation through the MonmouthpediA project has now been advanced requiring Monmouthshire to keep pace as a Smart County to attract new businesses and support the growth of existing ones. For example Barcelona, now has over 650 [free public Wi-Fi points](#), including the beach, and residents and visitors can receive local information to their smart phones, in hundreds of locations, using two mature digital connectivity approaches on [sign posts](#) (like the MonmouthpediA QRpedia plaque approaches) and a large volume of [Apps](#) that support the visitor economy and enhance residents experiences. Other transferable examples of smart communities activities include Barcelona's new initiative that enables socially isolated older people to connect via an easy to use [tablet application](#) with their families, volunteers, health and social care support workers in a safe network of support and young people with additional learning needs are engaged in developing coding and life skills through a [smart allotment programme](#). All these things and more are possible in a 'Smart Monmouthshire'.

MBE will therefore exist to:

- Grow the economic potential of Monmouthshire for our future generations;
- Embrace our natural and cultural assets promoting Monmouthshire as an unrivalled place to locate and invest;
- Encourage sympathetic place shaping development and regeneration;
- Nurture and enable Monmouthshire's digital economy through facilitating the exploitation of ICT and enabling growth through digital maturity support measures; and
- Foster thriving communities built on our resilient local and digital economy;

Why now?

The relatively recent decision by UK Government to increase broadband and mobile connectivity in rural areas is boosting Monmouthshire's economic prospects. As connectivity increases the importance of rural areas is set to grow. Connectivity enables more flexible working, further growth in knowledge-based industries and increased transfer or innovation. Continuation in these trends can lead to stronger productivity growth, job creation and higher output in Monmouthshire. In fact over the next decade productivity in Monmouthshire could grow faster than in Newport or Cardiff if we support this connectivity by encouraging inward investment, promoting skills, enabling strong business conditions and building on the strong entrepreneurial make up that already exists within our communities.

Recent Trends enhancing Monmouthshire's rural economic prospects

The increasing connectivity in Monmouthshire with the wider economy as an underlying driver could enhance our rural economy. Recent trends to support this theory include:

- **Net migration from urban to rural areas.** As experienced in Monmouthshire this increasing trend is set to continue therefore we can expect it to drive increased spend and economic activity, particularly as there is evidence that people moving to rural areas are more likely to start a business than those already there, helping to drive economic activity and productivity^[1]. Hence the need for **MBE** to target inward investment.
- **Growth in flexible and home working.** Some estimates suggest that there are around 2.9M working from home delivering £40bn to local economies ^[2]. These are not low-paid hobbyists with little economic impact, but instead highly-skilled, highly-educated individuals who are playing a critical role in driving local economies, contributing more than £300bn annually to the national economy. Such flexible working practices can expand employment opportunities, reduce carbon emissions and enhance productivity - we ignore these businesses at our peril.
- **Growth in knowledge-intensive businesses.** There has been a relatively high recent growth in knowledge-intensive businesses in rural areas ^[3]. A forthcoming DEFRA report finds that computer programming and consultancy were in the top 10 areas of private employment growth in rural areas between 2008 and 2012. With increased connectivity this trend is likely to continue and if embraced, can create the potential for high paid local employment opportunities.
- **Increase in Innovation transfer.** The growing connectivity of rural with urban areas is enabling increased transfer of innovation to and from rural businesses, this has the potential for enhancement in the Capital Cities region and the emerging 'Great Western Cities' proposition. Innovation is a critical engine of business growth and productivity so the more we can encourage it in Monmouthshire the more benefit there will be.

By recognising and harnessing these trends in the context of a 'Smart' Monmouthshire there are significant opportunities to drive growth in productivity, employment and output for Monmouthshire which can have a significant impact on our GVA. This in turn can lead to increases in earnings and overall growth.

Expanded opportunities combined with continued movement of people to Monmouthshire and increased labour market participation, could offset our ageing demographics and lead to significant employment growth. ONS population projections suggest that the rural population is likely to increase by 6% between 2015 and 2025. If employment in rural areas grew at the same rate then the level of employment would increase by over 300,000 by 2025 across the UK. If realised such increases in productivity and employment for rural areas would deliver higher output and GVA in UK rural areas could increase by around £35bn compared to what it might otherwise be – with national productivity increases and zero overall employment growth^[4]. Monmouthshire would clearly like to realise a significant proportion of these benefits.

Embracing new opportunities

Against a backdrop of public sector cuts **MBE** is entering a new time of opportunity with its lead role in the new 2014-2020 Rural Development Programme set to start in July 2015. This £2.79M programme will provide much needed revenue funding for the rural wards of Monmouthshire and Newport focusing on themes such as facilitating pre-commercial development; business partnership and short supply chains; exploring new ways of delivering statutory public services; renewable energy at community level and the exploitation of digital technology.

The trend towards 'bottom up' rural development nurtured during Monmouthshire's advent to LEADER+ Rural Development Programme now paves the way for new opportunities for 'networked' development and a 'Smart' Monmouthshire.

Why the CIC model?

A decision taken by Monmouthshire County Council to 'spin out' **MBE** into MCC's CIC model will enable the birth of an innovative partnership. A decision to re-purpose the company will enable it not only to capitalise on the county's potential but also to adapt a true 'place based' approach to rural development across a range of sectors which will generate competitive advantage.

This new approach will generate networks which will enable local challenge, mobilisation and the exploitation of assets which will lead to opportunities for economic growth, community empowerment and localised service delivery.

The newly re-purposed and dedicated Economic Growth Company that is being proposed will provide flexibility within a private/public governance structure whereby joint decisions can be made which will benefit Monmouthshire as a whole. The company will provide a delivery mechanism for the RDP whilst also providing business growth advice and community facilitation opportunities to enable and promote balanced growth. Operating in a unique environment the company will not only facilitate the delivery of non-statutory local government services on behalf of the Council but will also provide a modest income generation stream to increase the company's productivity, ensuring that any profits are used to support a 'Smart' Monmouthshire as demonstrated by the revised Social Aims and Objectives of the CIC that can be found in *Appendix One*.

Our experience demonstrates that Monmouthshire is a great place for innovation - as Next Generation Access Broadband is rolled out across the county not only are existing residents able to work from home and spend their £ locally but the potential for inward investment is increased through self-employment and new start-ups in knowledge intensive businesses, the creative sector and financial services. However to enable this growth greater support is needed to enable aspiration to grow.

It is therefore the intention of **MBE** to provide the following services to make this happen:

- Improving access to finance;
- Assisting with local planning by supplementing the existing pre-application advice;
- Supporting recruitment;
- Addressing skills gaps;
- Improving communications infrastructure;
- Enabling business networking and support whilst;
- Facilitating community empowerment and delivery.

The new look **MBE** offers the Council a truly holistic approach to aid local economic growth.

2. Outcomes

As an economic growth company with a social and community purpose **MBE** will exist to achieve the following outcomes:

1. Raise the profile of Monmouthshire as a county area ready and waiting for inward investment;
2. Regenerate and grow a sustainable and resilient local economy by increasing business and employment opportunities;
3. Coordinate stakeholders to improve the demand and supply of labour and skills;
4. Enable a 'Smart Monmouthshire' through the facilitation of the exploitation of ICT and enabling growth through digital maturity support measures whilst;
5. Empower local communities by providing capacity building support to unlock their potential to deliver non-statutory localised services; and
6. Stimulate the growth of young entrepreneurs in the county;

The outcomes will be achieved as a result of the strategic actions undertaken and measured using success indicators as detailed in Tables One to Five that follow:

Table One: Continued delivery and development of the Monmouthshire Business and Enterprise business support package.

Strategic Actions	Expected Impacts of this Action	Success Indicators agreed on an annual basis
<p>1. Continued delivery and development of the Monmouthshire Business and Enterprise business support package.</p>	<ul style="list-style-type: none"> • To increase business opportunities in Monmouthshire in the private and third sector, resulting from support or signposting provided. • To enable businesses to start up and create employment opportunities • Provision of business support that includes targeted training, events and the launch of an Annual Business Summit that will provide opportunities for peer to peer networking and support • Support for the Abergavenny Business Improvement District and ballot that will take place in June 2015 • Launch of dedicated web portal to provide on-line support and promote the County's inward investment offer • Undertake investigations and make recommendations regarding innovative finance opportunities for businesses e.g. Peer to Peer lending platforms 	<ul style="list-style-type: none"> • 75 business start-ups supported • 200 new jobs created • 60 jobs safeguarded • No. of investment projects delivered as a direct result of Monmouthshire Biz Enterprise support (new activity baseline to be established and target set) • No. of business enquiries received (baseline to be established and target set) • Monitor total funding raised for Monmouthshire businesses from Public sources; • Monitor total funding levered in from private sources raised for Monmouthshire businesses from private sources • Monitor percentage unemployment among the economically active; • Monitor percentage of working residents who work within Monmouthshire. • Monitor take-up of Employment land at 1.9 ha per annum in accordance with the LDP • Monitor town centre viability and vitality in accordance with LDP indicators

Table Two: Delivery of the new 2014-2020 Rural Development Programme

Strategic Actions	Expected Impacts of this Action	Success Indicators agreed on an annual basis
<p>2. Delivery of the new 2014-2020 RDP Programme</p> <p>Exploration of other EU and domestic funding sources</p>	<p>The vision for RDP is to develop: <i>“A connected territory, in a beautiful landscape, focussed on fostering thriving communities and building resilient local economies whilst embracing the natural and cultural assets of the area”</i></p> <p>Activity will be undertaken under the five key themes namely:</p> <ul style="list-style-type: none"> • Adding Value to local identity and natural and cultural resources • Facilitating pre-commercial development, business partnerships and short supply chains • Exploring new ways of providing non-statutory local services • Renewable energy at Community level • Exploitation of digital technology 	<ul style="list-style-type: none"> • Closure activities for the 2007-2013 RDP are on-going. • Implementation of the 2014-2020 will not commence until early 2016 therefore no indicators have been included for 2015/16. However following a first review of the overarching Local Development Strategy in January 2016 a further assessment will be made. • EU funding secured £2.79M for 2014-2020 RDP period

Table Three: Enable a ‘Smart Monmouthshire’ through the facilitation of the expansion of Monmouthshire’s current digital infrastructure and ICT exploitation activities

Strategic Actions	Expected Impacts of the Actions	Success Indicators agreed on an annual basis
<p>3. Enable a ‘Smart Monmouthshire’ through the facilitation of the exploitation of ICT and enabling growth through digital maturity support measures</p>		<ul style="list-style-type: none"> • 10,000 additional premises with access to high-speed broadband’ • 300 additional premises on line as a result of the Superconnected Cities Broadband Voucher Scheme • No. of businesses gaining additional digital skills (new activity baseline being established through digital maturity mapping study, target to be set following completion of study)

Table Four: Stimulate the growth of young entrepreneurs in the county and create local employment opportunities

Strategic Actions	Expected Impacts of the Actions	Success Indicators agreed on an annual basis
<p>4. Stimulate the growth of young entrepreneurs in the county and create local employment opportunities</p>	<ul style="list-style-type: none"> • To offer viable alternatives to University whilst nurturing and attracting the best talent for quality jobs by encouraging entrepreneurship within schools as well as enabling access to traineeships and apprenticeships as future job opportunities. • To raise awareness of the wide range of employment opportunities by creating a gateway to self-employment opportunities and improving the connectivity between businesses and education. • To promote and develop the Y Prentis Shared Apprenticeship Scheme jointly owned with Melin Homes. • To agree and action plan with MCC Schools Improvement Officers and take activities forward to include the identification of ‘Champions’ 	<ul style="list-style-type: none"> • 105 apprentices employed on Y Prentis • No. of schools engaged (new activity baseline and target to be established) • No. of pupils engaged (new activity baseline and target to be established) • No. of advice sessions provided (new activity baseline and target to be established)

Table Five: Encourage Inward investment and trade development and business networks

Strategic Actions	Expected Impacts of the Actions	Success Indicators agreed on an annual basis
<p>5. Encourage trade development and business networks to support export of Monmouthshire products and encourage inward investment via promotional opportunities and business networking activities e.g. facilitation of visits to MIT in Boston</p> <ul style="list-style-type: none"> Initial research and development followed by on-going delivery 	<ul style="list-style-type: none"> Encourage business innovation and the development of new products. Launch of dedicated web portal will promote Monmouthshire's inward investment offer. To proactively target specific high growth sectors to develop business clusters and shared networks To improve range and quality of employment and land opportunities To facilitate conversations between new businesses, statutory bodies and academic institutions to enable smooth progress 	<ul style="list-style-type: none"> No. of specific inward investment enquiries received and progressed (new activity baseline and target to be established) Follow up results of 2014 inbound trade mission received from Chinese region of Xiangshan with the aim of securing inward investment in the Abergavenny area. Council approval received in Dec 2014 to further strengthen the relationship. Letter sent to Xiangshan to take up invitation of strategic visit to the province. Support from WG for outbound trade mission. Follow up any additional leads generated as a result of visit from Malaysian University Chancellors in March 15

3. The Future State

The new look **MBE** will not only present an exciting new opportunity for the Council's CIC but it will also enable the company to deliver innovative income generation opportunities and capitalise on new EU funding streams through the RDP and others. By operating as a 'stand-alone' business **MBE** will be in a position to grow with and in the local economy which it serves, benefiting from the commercial expertise offered by the company's Board of Directors through the innovative public/private partnership that will exist and the trading freedom that the new operating environment will provide.

The new structure will also offer an opportunity for **MBE** to uniquely establish itself as a dedicated Economic Growth company, offering rural regeneration services for South East Wales and beyond, particularly timely given the 'Great Western Cities' proposition and the Cardiff City Region backdrop.

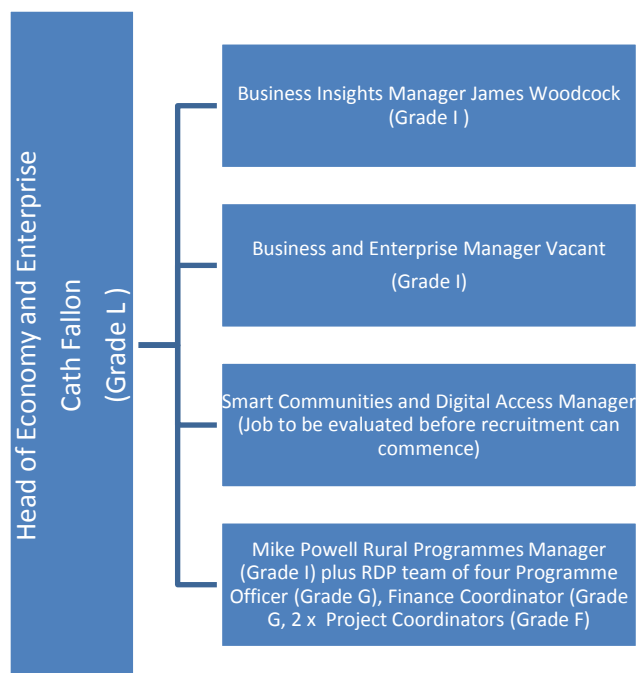
Table Six that follows takes various actions associated with the delivery of the economic development function and compares the current state and changes need to achieve the 'future state' status.

Table Six: Current state and gap analysis

	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	MBE currently operates as a team within MCC's structure	<p>The CIC is currently governed by a Board of Directors with high commercial acumen. A skills analysis will be undertaken with the current Board.</p> <p>A new management team will be sought from Board members who will review company matters on monthly basis.</p>	<p>It is anticipated that the skills analysis will identify that the Board needs to be strengthened to reflect the proposed changes. A recruitment drive will therefore be undertaken to reflect the new skills required.</p> <p>The revised governance and operating structure will enable operational decisions to be taken quickly allowing the company to move nimbly and flexibly.</p> <p>The ability to move with speed will enable the team to maximise commercial opportunities and income generation opportunities.</p>
Organisation structures	MBE currently has a team with significant business experience, skills and commercial acumen (see team structure chart below).	Team to be seconded into CIC from MCC to ensure expert knowledge is retained and team are fully operational with immediate effect.	The CIC has previously operated with MCC secondees and therefore the necessary processes are in place to ensure a smooth and speedy transition.
Technology/infrastructure	The team are fully equipped and are currently based in Usk and Magor.	<p>Team to retain ICT equipment, budgetary provision has been made for any replacements if required.</p> <p>Office space may need to be sought, costs to be kept within specified budget.</p>	Assume budgetary provision is agreed.

Information and data	MBE currently operate using MCC information systems.	Board may wish to consider if there is a need to change this in the future.	Board to consider any constraints associated with current situation and suggest any changes.
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4. Existing BME Team



5. Options Appraisal

Table Seven below presents a projected cash flow for the first year of MBE's operation and compares this with the current MCC scenario. Future year's projections will be provided subject to approval of the initial proposal.

Cost/Benefit Description/ Financial Projections Year One	Source of Income	Current Scenario £000	Year One CIC Projection £000
Income			
Delivery of MCC Non-Statutory Economic Development Service	MCC	-120.8	-120.8
Delivery of RDP to include match funding from MCC and Newport City Council	MCC/NCC	-167.9	Tbc, expected to be Same as expenditure -167.9
Delivery of Smart Communities activities to include cost of staff; digital mapping and digital presence			-53.2
Delivery of business support services to include:			
Securing Finance for Business by way of applications for grant or loan (Assumption 1% x £350k finance secured – forecast based on applications supported over last 3 years)	Private Sector	n/a	-3.5
Provision of Business Plans and cash flows for small businesses (Assumption 12 x £200)			-2.5
Provision of Marketing and e-marketing plans (Assumption 10 businesses x £150) Provision of marketing and e-marketing plans, along with provision of social media campaign support. £150 per plan – not including social media campaign management.			-1.5
Annual Business Summit High capital & time investment to begin with, although potential for some recovery from sponsors. (Joint venture with MCC events team)			-4
Provision of 'Soft Landing' inward investment support service Packaged support for prospective inward investors to include travel & accommodation bookings, supply chain introductions, premise searches, etc.			-2
Other Services			
Public sector consultancy Delivery of Public sector contracts either MCC or other LA's will be subject to competitive tendering processes and will also include consortia opportunities.	Public Sector	-2	-5
Y Prentis Management support for delivery of Y Prentis apprenticeship programme	Not for Profit	CMC ² income	-7.5
Potential Additional Services being considered not yet costed			
Peer-to-Peer lending platform Creation of on-line platform to link investors with businesses requiring equity finance. Service to include wrap around business support services.			
Provision of entrepreneurial support and advice Provision of business advice services as part of a joint			

ESF bid with the Youth Service for 50% of Officer salary recovery.			
Securing of additional EU Funding, e.g. RDP, ESF Funding for e.g. Digital Inclusion activities, Strategic Investment Funder finding opportunities, via RDP and Young Entrepreneur opportunities via ESF amongst others.			
Provision of advice and support to emerging Whole Place entities Provision of an advisory service to include governance, bid writing, etc.			
Total Income		290.7	367.9
Expenditure			
Employee Costs - MBE	MCC	109.6	109.6
Employee Costs - RDP	MCC/RDP	167.9	167.9
Smart Communities delivery costs	MCC		53.2
Premises related		Paid by MCC centrally	8
Professional Fees		n/a	7.5
Office Expenses		Paid by MCC Centrally	2
IT Costs		Paid by MCC Centrally	2
Total Expenditure		277.5	350.2
Projected Surplus		13.2	17.7

6. Cost-Benefit Analysis

The Cost-benefit analysis in **Table Eight** below identifies both the financial and non-financial costs and benefits associated with this proposal.

Cost Benefit Description	Current Budget	Target Income Generation
Cashable Benefit	£120,844	£17,700
Although the team have generated a very small amount of income to date, the proposed move to the new CIC structure would enable the team to take this to the next level. Also operating as a non-profit making entity opens up the possibility to apply for funding that would normally be out of MCC's reach e.g. Third Sector Loan Fund, Big Lottery, Horizon 2020, etc.		
Non-financial benefits	Current Performance	Target Performance
Improvements in Service		
Service delivery	The team currently deliver a standard range of business support services.	The proposed move to the new CIC will enable the team to capitalise on the Board's commercial acumen and take these services to the next income generation level over the forthcoming years.
	The team currently deliver their services within a Council environment.	By moving the team into a stand-alone operational structure this will enable operational decisions to be taken quickly allowing the team to move nimbly and flexibly.
Costs	Current Costs	Revised Service
The Council currently pay to deliver this non statutory economic development service plus the Council provides office accommodation, ICT support, etc.	£120,844	Although it is proposed that the current budget is paid into the service to enable continuous service delivery the Council will no longer need to provide office accommodation, etc. for the team as for the costs for this will be met by the company.

7. Dis-benefits

The negative results of undertaking this proposal are as follows:

- The Council will no longer have complete control over the delivery of the economic development service**
 By seconding the **MBE** team into the CIC the direction of the team will be steered by the Board of Directors. However as the CIC is owned and managed by the Council, with the Leader representing MCC as a stakeholder, the team will not be undertaking any activity that will bring the council into disrepute.
- The Council will be required to make a payment for the services that MBE provides**
 As **MBE** will be delivering economic development services for the Council, a charge will be made for the delivery of this service. Although the Council already pays for the delivery of this service the dis-benefit will be that the payment would then be made to the company.

8. Key Risks and Issues

Table Nine below lists the potential risks and current issues associated with the proposal:

Description	Likelihood	Impact	Proximity	Owner	Mitigating Actions
Legal and reputational risk	Low	Medium	Any time	MBE/MCC	Specialist third party legal advice procured. Ensure all major decisions are underpinned by robust independent advice and sound policies as the company develops. Strong governance structure already in existence in the form of the company Board and regular reporting to MCC's Economy and Development Select Committee and MCC Cabinet.
Financial and Collaboration risk	Low	Medium	Any time	MBE/MCC	Specialist third party legal advice procured. Systems, budget and accounts have been established to exercise financial prudence and strong fiscal stewardship. Financial monitoring will be subject to the scrutiny of the Board and MCC's Head and Deputy Head of Finance. The Company is limited by Guarantee and liability is therefore limited to £1
Standing still risk	Medium	Medium	Present	MBE/MCC	If the CIC is not empowered to lead on the ambitious agenda conveyed wider plans could be hampered and ambitions for redefining public sector culture lost. Also the potential to harness social

					capital will also be lost to the detriment of Monmouthshire's communities.
Innovation for innovation sake	Low	Low	Present	MBE/MCC	This proposal is innovative and therefore could be construed as innovation for innovation sake. There is however a hard edged value added business return attached to this proposal which if ignored, could prove to be a risk to the Council as an opportunity will be lost.

9. Constraints

The only constraint that applies to this option is if the Council decides not to take this proposal forward. The move of **MBE** into the CIC provides an excellent opportunity to re-purpose the Council's CIC into a new strategic and focussed direction enabling it to become Monmouthshire's new dedicated Economic Growth Company stimulating and driving new investment into and within the county.

10. Assumptions

Assumptions that have been made during the development of this proposal relate predominantly to the income generation projections that have been included. These projections have however been made on individual assumptions that are included in the options appraisal.

11. Alternative Options

Other options have not been presented in this proposal as this is a simple question of whether the economic development team is 'spun out' into the Council's CIC or not. If a decision is taken not to 'spin out' then the team will remain in situ within the Enterprise Directorate.

12. Evaluation of Proposal

Table Ten below provides an evaluation of the activities associated with the proposals.

Proposal Activity	Evaluation
Timescale	It is proposed that the 'spin out' of MBE take place on the 1 st April in line with budget years.
Overall level of cashable savings	Savings are minimal to the Council this proposal is more of an opportunity to take the economic development to a new height, opening up new horizons.
Overall cost of investment required	No additional investment is required. All the proposal requires is that the cost of the current service is paid to the CIC.
Strategic Fit	Single Integrated Plan, Monmouthshire Business and Enterprise Strategy, iCounty, Whole Place
Organisation capability and capacity to deliver	In order to keep costs to a minimum the small core funded MBE team of three will be seconded into the company from MCC. In addition the RDP team who are RDP/EU funded will also be seconded into the Company. The current Head of Economy and Enterprise has significant experience of managing the CIC having previously acted as Deputy CEO/Head of Operations. This expert knowledge will enable the team to 'hit the ground running' ensuring the delivery team are operational with immediate effect.
Degree of compliance to regulation	In her previous role managing the CIC the team manager became completely au fait with CIC regulations and therefore is fully aware of the associated compliance regulations.
Complexity, number of stakeholders involved & stakeholder support	An initial 'think piece' regarding the re-purposing of the CIC to bring in the MBE team was presented to the CIC Board in November 2014. They have agreed to the re-purposing in principle subject to the presentation of this business proposal.
Degree of business change/behavioural change	As many of the MBE team have already been associated with the CIC or have worked in business the degree of change required will be minimal.

13. Recommendation

As explained this is a one option proposal requesting the approval of the 'spin out' of the economic development team into the Council's CIC. This option is recommended as it will enable the Council to re-purpose the CIC CMC², establishing it as an economic growth company and delivery vehicle for business and community enterprise development and maximise local community benefit. The proposal will also enable the **MBE** team to benefit from trading freedom and access additional income streams that are currently beyond the team's reach.

14. High level Plan for delivery

Clear responsibility for the delivery of this proposal will lie with the following MCC Officers:

- Kellie Beirne, Chief Officer for Enterprise
- Peter Davies, Head of People and Commercial Development and
- Cath Fallon, Head of Economy and Enterprise.

The CIC Board of Directors will also be engaged during the implementation of the proposal and be responsible for the proposals delivery. In addition Kellie Beirne, Peter Davies and Mark Howcroft (Assistant Head of Finance) will remain as advisors to the Board and Peter Fox, MCC Leader will remain the stakeholder representative.

The CIC already has a strong governance process in place:

- A new Management team will be established to oversee the day to day management of the company
- The CIC Board will continue to meet quarterly to monitor and evaluate progress;
- Regular reports will be presented to the Economy and Development Select Committee for scrutiny purposes; and
- An annual update will be presented to MCC Cabinet

Appendix One

Table Twelve below lists the current Objects and the proposed Objects for consideration. As the revised Objects will need to be approved by the CIC regulator there is a need to be mindful that the Company does not stray too far from the initial intention of the company however the proposed Objects do provide an opportunity to add clarity to existing and future operations.

CMC²'s current and proposed Objects are as follows:

CMC ² Current Objects	BME Proposed Objects
<p>The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to</p> <ol style="list-style-type: none"> 1. reduce fuel poverty; 2. improve energy efficiency; 3. protect the environment and promote sustainability; 4. reduce carbon emissions and emissions of other greenhouse gases; 5. promote, or assist in promoting, training and employment in energy-related careers, particularly supporting the unemployed and those with transferable skills; 6. advance the education of the public particularly about energy efficiency and other environmental initiatives; 7. promote renewable and sustainable technologies and energy efficiency products; 8. develop and enable digital communities by promoting the development of digital infrastructure, technologies and systems in the communities, and community access to the same; 9. promote the widespread and effective use of digital infrastructure, technologies and systems and deliver benefits for the wellbeing of the community; 10. Undertake such other objectives consistent with the above as the Directors see fit. 	<p><u>Retained Objects:</u></p> <ol style="list-style-type: none"> a) protect the environment and promote sustainability; b) develop and enable digital communities by promoting the development of digital infrastructure, technologies and systems in the communities, and community access to the same; c) promote the widespread and effective use of digital infrastructure, technologies and systems and deliver benefits for the wellbeing of the community; d) promote, or assist in promoting, training and employment in energy-related careers, particularly supporting the unemployed and those with transferable skills; i.e. Y Prentis; e) Undertake such other objectives consistent with the above as the Directors see fit. <p><u>Additional Objects for consideration:</u></p> <ol style="list-style-type: none"> f) Support digital skills development to enable inclusive and connected communities. g) Support the development of the local economy. h) Support and facilitate local community capacity building and empowerment opportunities.

The Process for changing the Company's Objects

In order to change the company objects there is a process to be undertaken. Firstly, the company needs to ensure that it will carry on its interests for the benefit of the community. There is also a need to respond to the following questions:

- How will the CIC be different from a commercial company providing similar services or products for individual or personal gain?
- List activities – how will the activity benefit the community?
- If the company makes a surplus what will it be used for?

The proposed alteration of the objects of the company should be brought to the notice of the persons affected by the company's activities. Therefore a special resolution will need to be passed at a company meeting. If approved form CIC14 will need to be signed by the Chairman and forwarded to Companies House. A consolidated text of the articles must also be filed with Companies House stating that the Objects have been altered by the resolution.

Monmouth Business and Enterprise - Draft Business Plan 2015/16

Service:	Monmouth Business & Enterprise
Service Manager:	Cath Fallon
Directorate:	Enterprise
Head of service	Peter Davies
MCC Priority: <i>Please choose as appropriate</i>	Supporting enterprise, entrepreneurship and job creation
Single Integrated Plan (SIP) Outcome: <i>Please choose as appropriate</i>	Business and enterprise People protect and enhance the environment People have access to practical and flexible learning

Our Purpose

Complete this from the end users' perspective (Customers may be internal or external / Citizens)

The Monmouthshire Business and Enterprise Brand was first created in April 2011 to revolutionise MCC's approach to economic development by improving its commercial focus and increasing emphasis on business development and inward investment. Monmouthshire Business and Enterprise also delivers the Rural Development Plan (RDP) programme activities for MCC. Following the closure of the 2007-2013 RDP programme in December 2014, a new Local Development Strategy has been submitted to Welsh Government and the new 2014-2020 RDP Programme is set to start in July 2015. This is a very exciting time for the team as the new RDP programme with funds of £2.79M will be expanded from the rural wards of Monmouthshire to include the rural wards of Newport, the delivery of which will be managed by the newly formed Vale of Usk Local Action Group – a local partnership based on the three thirds principle of representatives from the community, private and public sector.

In 2014 a new vision for the newly formed Enterprise Directorate was developed:

To develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities

Within this vision a specific mission for Monmouthshire Business and Enterprise was identified which is to:

Build the enterprise capacity and reinvent our future

In delivering this vision the Monmouthshire Business and Enterprise team have developed a Monmouthshire Business Growth and Enterprise Strategy which identifies three key areas of support or objectives that will enable the team and Monmouthshire's businesses and communities to move forward together, to achieve the Monmouthshire Business and Enterprise mission and ultimately the Enterprise vision for Monmouthshire. These three objectives present a consolidated approach to the delivery and implementation of this Business Plan and the evolving Monmouthshire Business Growth and Enterprise Strategy:

- 1. Supporting Business Growth**
- 2. Encouraging Inward Investment**
- 3. Growing Entrepreneurs**

This business plan and the strategy addresses customer needs through the provision of a programme of business support, networking and facilitation which will help unlock the potential for growth in the County. During 2015-16 the focus will be on the delivery of the three strands of the Monmouthshire Business Growth and Enterprise Strategy, the instigation of the Rural Development programme activities and delivery of the external strand of the iCounty strategy to include coordination of broadband infrastructure and ICT exploitation activities.

Evaluate your Strengths and weaknesses in 2013/14

Take this into account in planning for the future and in showing how you can demonstrate a return on investment (potentially 5 – 10 Bullet points)

Strengths

Monmouthshire Business and Enterprise

The team continue to enhance their strong relationships working with Centre for Business to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by more than 90 business start ups during 2014/2015.

2014/15 saw some notable inward investment/job creation opportunities, for example the relocation of 3663 and the opening of the new ASDA store in Caldicot lead to 150 jobs created.

The Monmouthshire Business Awards continue to grow with 220 guests attending the awards ceremony in October 2014 and preparations for the 2015 are now well underway.

Following a re-structure the core team has been increased from two to three with the addition of a Business and Enterprise Manager post. Recruitment to this post will take place in Q1. In addition the team will also be recruiting for a fixed term part time SMART Communities and Digital Access Manager following Cabinet approval in March 2015 to provide additional resource to the team to maximise the benefits of the Next Generation Access Broadband and ICT exploitation opportunities.

Rural Programmes RDP Team

The department's strength in generating income and attracting grant funding is evidenced in the delivery of the portfolio of the 2007-2013 RDP projects, providing a total of £5.6M of investment to boost the economy and improve the quality of rural life in Monmouthshire. For the 2014-2020 period the Vale of Usk Partnership, covering the rural wards of Monmouthshire and Newport, have been awarded a minimum indicative allocation of £2.79M based on a 5% allocation of RDP funds. However it is the intention of the RDP team to pursue additional funding from the Rural Community Development Fund and elsewhere once there is further clarity on the new EU funding streams that will be available.

There were many success stories in the 2007-2013 RDP programme which included the delivery of community led plans across the county; increased broadband connectivity via the development of five community broadband schemes and the creation of 38 jobs and safeguarding of 80 jobs via the rural business grants programmes. The community broadband schemes ensured an additional 1500 households were able to receive good quality broadband services enabling social benefits and economic development to take place.

Monmouthshire's tourism product portfolio has also benefited through farm diversification projects

and improvements to the built and cultural heritage.

Weaknesses

Monmouthshire Business and Enterprise

Team Changes

Following the departure of the Head of Economy and Enterprise in June 2013, the ending of some staff contracts and the departure of a small number of other team members a short period of instability was caused in the team. However a new Head of Economy and Enterprise was appointed in June 2014 and since then both the Monmouthshire Business Growth and Enterprise Strategy and the Local Development Strategy have been produced, both of which will provide a framework for the activities that are planned. Following the recruitment of an additional Business and Enterprise Manager in October 2014 to bring the core staff complement to three, the staff member unfortunately left the team in March 2015 as a result of a career promotion opportunity. The team are therefore recruiting a replacement who should take position in the first quarter of 2015/16.

Rural Programmes RDP Team

The 2007-13 RDP programme ended in December 2014. Whilst the new RDP programme is planned to start in July 2015 the delay in the initial start date which was due to be in January 2015 has resulted a three staff redundancies. Luckily the team were able to retain five staff who were involved in the legal requirements of the programme closure and scoping opportunities for the new programme. The team will start their new roles in July 2015.

Lack of focus and strategy

A lack of strategic focus has been a weakness over the last couple of years and as a result staff have struggled to recognise their purpose and the team's priorities. This has now been addressed following the launch of the new Monmouthshire Business Growth and Enterprise Strategy which was finalised during Q3 in 2014 and includes an action plan which will form the structure for the delivery of the service over the next five years. The action plan has been placed onto a web-based project management application which provides an overview of the actions, expected impacts and detailed performance metrics that will chart the progress and delivery of the Monmouthshire Business Growth and Enterprise Strategy. This will be updated regularly, with the results reported back through the Council's performance management framework including that related to the statutory LDP and via the Economy and Development Select Committee. Key achievements will also be shared with our delivery partners and the local business community, using the mechanisms as detailed, with a view to nurturing our partnerships, encouraging feedback and promoting a dialogue, which may lead to amendments to the delivery programme in the future.

Market analysis & focus for the year ahead

The main areas that effort will be concentrated on

Directorate Priorities:

Enterprise Directorate Vision:

To develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities

Within this vision is a specific mission for Monmouthshire Business and Enterprise which is to:

Build the enterprise capacity and reinvent our future

The key priorities for the Monmouthshire Business and Enterprise team for the future are Supporting Business Growth; Encouraging Inward Investment and Growing Entrepreneurs. Activities will be targeted in 2015/2016 towards achieving these key priorities and maximising funding opportunities to reduce the financial burden on MCC. The new RDP Local Development Strategy will be a key tool in drawing down RDP funds from Welsh Government and will be the key priority during 2014 - 2020.

The priorities are also in line with the needs of our customers and citizens which are based on evidence contained within the Monmouthshire Business Growth and Enterprise Strategy and a full consultation process.

The scorecard indicators detailed within this business plan monitor progress against deliverables which are directly attributable to our service. However the team also consider that there is a benefit in monitoring wider indicators which can provide contextual analysis of how Monmouthshire's economy is fairing. The additional indicators the team will be monitoring are detailed as follows:

- **Total funding raised for Monmouthshire Businesses from Public sources;**
- **Total funding raised for Monmouthshire Businesses from Private sources**
- **Percentage unemployment among the economically active;**
- **Percentage of working residents who work within Monmouthshire.**

What currently matters to customers and/or citizens about your service?

- Access and awareness for business support services; access to finance; mentoring and coaching; public sector procurement and acknowledgement and support with regulatory burdens;
- Provision of support to demonstrate the potential for diversification and growth whilst identifying opportunities to future proof these sectors by linking them to the green and digital economies of the future;
- The provision of Broadband infrastructure to enable SMEs to capitalise on digital connectivity and unlock the commercial potential of on line activity and new technologies;
- Access to demand stimulation activities or ICT exploitation activities as a lever to economic growth;
- Offering viable alternatives to University whilst nurturing and attracting the best talent for quality jobs by encouraging entrepreneurship within schools as well as enabling access to traineeships and apprenticeships as future job opportunities.

*What is the current level of service already provided in the area and who are the main competitors?
 What is the evidence?*

- Business Support services are currently offered via Welsh Government initiatives such as Centre for Business, Finance Wales, Business Wales, Careers Wales etc.;
- Young Enterprise, the Youth Enterprise Programme and Menter a Busnes currently offer enterprise opportunities to schools.

Evidence exists at a local level of these initiatives. However it is important to note that the organisations listed above are not competitors they are service providers and the team therefore acts in Partnership with them to the benefit of Monmouthshire's communities.

What are the opportunities for your service?

- Identify new markets, new opportunities and enhance service delivery via the new Monmouthshire Business Growth and Enterprise Strategy and new web portal to be launched in Q2;
- Encourage business community ‘buy in’ and feedback for the new Monmouthshire Business Growth and Enterprise Strategy;
- Enhance existing business networks and relationships with local businesses by encouraging and facilitating networking events to include the launch of a new Annual Business Summit in Q3;
- Open up community funding opportunities via the RDP and the Community Infrastructure Levy and identify currently under exploited funding streams;
- Encourage and enable innovative solutions for alternative broadband technologies in hard to reach rural communities;
- Encourage and enable ICT exploitation activities to ensure Monmouthshire citizens have the skills to take advantage of the Superfast Cymru Broadband rollout; and
- Use MCC and private sector technology infrastructure to enable our communities to become technology enabled e.g. promotion and enablement of free Public Wi-Fi systems.

The above opportunities are informed by evidence as detailed in the Monmouthshire Business Growth and Enterprise Strategy.

What are the threats?

- Current lack of digital presence for Monmouthshire Business and Enterprise;
- Loss of the existing team and associated skills due to RDP redundancies;
- Reduced capacity within the team resulting in KPI’s not being achieved.

Financial Plan –

Analysis of current finances, future projections and targets and return on investment

We will develop an evaluative mechanism/framework to determine return on investment which will include reference to the added value services offered to other sections within the Directorate. This will take the form of a web based project management application which will provide an overview of the agreed actions and associated expected impacts so progress can be regularly monitored and reported via MCC’s performance management framework.

The net direct budget for Mon Enterprise and the Rural Development Programme amounts to £339k for 2015/16 (£327k for 2014/15).

Action Plan:										
The most important activities your team/s will be working on to deliver the areas identified – ensure any existing actions are included.										
Action	Expected impact of this action	Strategic Plan it aligns to (If directly applicable)	Outcome it contributes to (If directly applicable)	Timescale	Funding	Officer responsible	Q1 Performance appraisal (narrative required)	Q2 Performance appraisal (narrative required)	Q3 Performance appraisal (narrative required)	Q4 Performance appraisal (narrative required)
Continued delivery and development of the Monmouthshire Business and Enterprise business support package assisting pre start and existing business in Monmouthshire to include development of a web portal with downloadable business toolkit and the launch of a new Annual Business Summit.	<p>To increase business and employment opportunities in Monmouthshire in the private and third sector, resulting from support or signposting provided.</p> <p>Launch of dedicated web portal will provide dedicated on-line support and promote the County's inward investment offer.</p> <p>Provision of business support that includes targeted training, events and the launch of an Annual Business Summit will provide opportunities for training and peer-to-peer networking and support.</p>	Outcome Agreement 2013-16 and evolving Monmouthshire Business Growth and Enterprise Strategy and Single Integrated Plan.	<i>Business and enterprise</i> <i>(Enterprise Strategy objective - Supporting Business Growth)</i>	On going	Public and Private	Cath Fallon/James Woodcock/ Business and Enterprise Manager	Progress on the delivery of the Monmouthshire Business Growth and Enterprise Strategy to be assessed on a quarterly basis.	Assess progress on Strategy and make adjustments where necessary.	Assess progress on Strategy and make adjustments where necessary.	Assess progress on Strategy and make adjustments where necessary.
							Appointment of web designer for the Business Growth & Enterprise web portal.	Launch of the new Business Growth & Enterprise web portal.	Assess usage of the new Business Growth & Enterprise web portal.	Assess usage of the new Business Growth & Enterprise web portal.
							Delivery of on going business support programme.	Delivery of on going business support programme.	Delivery of on going business support programme to include delivery of Annual Business Summit.	Delivery of on going business support programme to include assessment of Annual Business Summit.
							Appointment of Business and Enterprise Manager.	Implement Peer to Peer funding activities if appropriate.	Monitor and evaluate Abergavenny BID activities.	Monitor and evaluate Abergavenny BID activities.
							Delivery of on going business support programme.	Results of the Abergavenny BID ballot to be taken forward and action plan agreed with regard to any further team involvement, should the ballot be successful. If not James W to work with BID Steering Group to consider next steps.		
							Conclude research regarding peer to peer funding opportunities and present findings.			
							Ballot to take place for Abergavenny Business Improvement District. James Woodcock to facilitate activities.			
							On Target	On Target	Select Progress	Select Progress
Delivery of the new 2014-2020 RDP programme. Other funding sources also be explored to include EU and domestic funding.	The vision for RDP is to develop: <i>"A connected territory, in a beautiful landscape, focussed on fostering thriving communities and building resilient local economies whilst embracing the natural and cultural assets of the</i>	RDP Local Development Strategy	<i>Business and enterprise; People protect and enhance the environment.</i> <i>(Enterprise</i>	July 2015 onwards	80% RDP funding, 20% public/private funding sources	Cath Fallon/Michael Powell	Closure activities for 2007-2013 Rural Development Programme ongoing. Preparation	Start of new 2014-2020 RDP programme activities. Performance to be measured using the RDP Performance	Assessment of 2014-2020 RDP programme activities. Performance to be measured using the RDP Performance	Assessment of 2014-2020 RDP programme activities. Performance to be measured using the RDP

	<p>area” Activity will be undertaken under the five key themes namely:</p> <ul style="list-style-type: none"> • Adding Value to local identity and natural and cultural resources • Facilitating pre-commercial development, business partnerships and short supply chains • Exploring new ways of providing non-statutory local services • Renewable energy at Community level • Exploitation of digital technology 		<p><i>Strategy objective Supporting Business Growth)</i></p>				activities for 2014-2020 RDP activities.	Framework. Quarterly updates will report the outputs that have been achieved although these are likely to be low during 2015/16 as it will take time for the programme to develop and delivery to be achieved.	Framework. Quarterly updates will report the outputs that have been achieved.	Performance Framework. Quarterly updates will report the outputs that have been achieved.
<p>Facilitate the expansion of Monmouthshire’s current digital infrastructure and ICT exploitation activities as described in MCC’s “iCounty” strategy</p>	<p>To increase business and employment opportunities in Monmouthshire by:</p> <p>Facilitating the provision of infrastructure and platforms to ensure Monmouthshire’s communities and businesses are digitally enabled;</p> <p>Successful promotion of the Superconnected cities broadband voucher scheme to businesses will provide opportunities for businesses to exploit the benefits and stimulate business growth; and</p> <p>Launch of the website presence (hosted on the Monmouthshire Business and Enterprise web portal) promoting the broadband and mobile infrastructure opportunities and benefits will maximise awareness with Monmouthshire communities and businesses.</p>	<p>iCounty Strategy</p> <p>Monmouthshire Business Growth and Enterprise Strategy</p>	<p><i>Business and enterprise (Enterprise Strategy objective Supporting Business Growth & Encouraging Inward Investment)</i></p>	On going	Public and Private Partners hips	Cath Fallon/ Business & Enterprise Manager/ SMART Communities & Digital Access Manager	<p>Monmouthshire Broadband report approved by Cabinet in March 2014 which recommended access to ICT transformation funding to support a team resource to undertake digital access and ICT exploitation activities (SMART Communities & Digital Access Manager; digital mapping and a web presence.</p> <p>Recruitment and appointment of SMART communities and Digital Access Manager.</p> <p>Monmouthshire Business and Enterprise to continuing work with BT on Superfast Cymru; AB Internet</p>	<p>Assess progress on activities and make adjustments where required.</p> <p>Track number of businesses accessing Superconnected Cities funding and going on-line.</p> <p>Facilitate, monitor and access progress on Abergavenny Town Centre Partnership funding for e-commerce development.</p>	<p>Assess progress on activities and make adjustments where required.</p> <p>Track number of businesses accessing Superconnected Cities funding and going on-line.</p> <p>Facilitate, monitor and access progress on Abergavenny Town Centre Partnership funding for e-commerce development.</p>	<p>Assess progress on activities and make adjustments where required.</p> <p>Track number of businesses accessing Superconnected Cities funding and going on-line.</p> <p>Facilitate, monitor and access progress on Abergavenny Town Centre Partnership funding for e-commerce development.</p>

							<p>on innovative broadband infrastructure pilot; Welsh Government on ICT Exploitation; and promotional activity to support the Super-connected Cities Scheme extended until March 2016 to include Wi-Fi provision of public transport. Tracking number of businesses accessing Superconnected Cities funding</p> <p>Facilitate, monitor and access progress on Abergavenny Town Centre Partnership funding for e-commerce development.</p>			
<p>Identify opportunities to engage schools with the local business sector to provide inspirational talks and create local employment opportunities.</p> <ul style="list-style-type: none"> • Liaise with schools • Identify delivery plan • Plan to be instigated 	<p>To offer wider career choices to students and stimulate interest in entrepreneurship</p>	<p>Monmouthshire Business Growth and Enterprise Strategy</p>	<p><i>Business and enterprise People have access to practical and flexible learning</i></p> <p><i>(Enterprise Strategy objective Growing Entrepreneurs)</i></p>	<p>On going</p>	<p>Public and Private Partnerships</p>	<p>Cath Fallon/James Woodcock/ Business & Enterprise Manager</p>	<p>Draft Action Plan for Growing Entrepreneurship strand produced for discussion with MCC Schools Improvements Officers. Will be taken forward by newly appointed Business & Enterprise Manager.</p> <p>A pilot primary (Dewstow) and secondary school (King Henry) have been identified to 'Champion' an embedded approach to enterprise in the curriculum. Dewstow has well-developed GEC model already</p>	<p>Action Plan to be refined following discussions and actions agreed and instigated.</p>	<p>Progress of action plan to be monitored and adjustments made where required.</p>	<p>Progress of action plan to be monitored and adjustments made where required.</p>

							<p>running and can be built upon. Actions to be taken forward following appointment of Business & Enterprise Manager.</p> <p>Other successful models such as 'Ready unlimited' will be assessed for costing and suitability. Progression of partnership with existing pan-Wales provision e.g. Big Ideas as well as building on already good business partnerships.</p>			
							On Target	On Target	Select Progress	Select Progress
<p>Encourage trade development and business networks to support export of Monmouthshire products and encourage inward investment via promotional opportunities and business networking activities e.g. facilitation of visits to MIT in Boston</p> <ul style="list-style-type: none"> Initial research and development followed by on-going delivery 	<p>Encourage business innovation and the development of new products.</p> <p>Launch of dedicated web portal will promote Monmouthshire's inward investment offer.</p>	<p>Monmouthshire Business Enterprise Strategy</p>	<p><i>Business and enterprise</i></p> <p><i>(Enterprise Strategy objective Supporting Business Growth & Encouraging Inward Investment)</i></p>	<p>On-going</p>	<p>Public and Private Partnerships</p>	<p>Cath Fallon/James Woodcock/ Business & Enterprise Manager</p>	<p>Follow up results of inbound trade mission received from Chinese region of Xiangshan with the aim of securing inward investment in the Abergavenny area. Council approval received in Dec 2014 to further strengthen the relationship. Letter sent to Xiangshan to take up invitation of strategic visit to the province. Support from WG for outbound trade mission. Visit from Malaysian University Chancellors in March 15, follow up any additional leads generated as a result.</p>	<p>Assess and progress ongoing activities.</p>	<p>Assess and progress ongoing activities.</p>	<p>Assess and progress ongoing activities.</p>

							On Target	On Target	On Target	Select Progress

A balanced scorecard to measure service performance / impact (Some standard measures of performance on staff, finance and customers have been included that all services must report)

Staff (Key infrastructure)											
Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	Wales Av 2014/15	International /industry Av	Target 2015/156	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2014/15 Q4	Context/ Comment
Average days lost to sickness absence per FTE employee		3.75	tbc			tbc					Based on 12 employees in 2013/14 and 12.33 employees in 2014/15.
Short term sickness - absence in a single period lasting less than 20 FTE working days		19	tbc			tbc					19 separate absences lasting less than 20 days in 2013/14.
Long term sickness - absence in a single period lasting 20 or more FTE working days		0	tbc			Tbc					One period of sickness.
Percentage of employees who leave the department		22	tbc			Tbc					Based on 18 staff with 4 departures during 2013/14. Based on 16 staff with 4 departures during Q2 2014/15.
Percentage of staff that received a performance review		Not measured	Not measured			tbc					

Budget (Key infrastructure) – See Financial Plan for more detail											
Indicator	Actual 2012/1	Actual 2013/14	Actual 2014/15	Wales Av 2014/15	International /industry Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment
Forecast overspend or underspend each quarter							To be confirmed	To be confirmed			
Percentage of savings set in budget being achieved						100%	To be confirmed	To be confirmed			
Total amount of EU funding secured			£2.79M			tbc	To be confirmed	To be confirmed			

Processes (How Much and How Well?)											
Indicator	Actual 2012/13	Actual 2013/14	Actual 2014/15	Wales Av 2014/15	International /industry Av	Target 2015/16	Actual 2015/16 Q1	Actual 2015/16 Q2	Actual 2015/16 Q3	Actual 2015/16 Q4	Context/ Comment
Number of business enquiries received	Not measured	Not measured	Not measured			Establish baseline					New target 2015/16
No. of businesses assisted as a result of collective endeavours by Monmouthshire Business and Enterprise support received + businesses referred on to partners	Not measured	Not measured	Not measured			Establish baseline					
Number of new business start-ups where assistance was provided by Monmouthshire Business and Enterprise and Partners	60	103	tbc			75					Number of start-ups increased in 2014/15. However there is a risk that number may fall back again as employment market stabilises and people revert to seeking new employment rather than self-employment.

Total Number of new jobs created where assistance was provided through collective endeavours by Monmouthshire Business and Enterprise and Partners	331	124	tbc			200						New Asda Caldicot store opened in Q3. Data on number of new jobs created is awaited. 3663's new Chepstow distribution hub also opens in Q3 and will lead to the creation of new jobs.
Number of jobs safeguarded where assistance was provided through collective endeavours by Monmouthshire Business and Enterprise and Partners	21	80	14			60	0	0	101			3663's new Chepstow distribution hub opens in Q3 and will lead to jobs being safeguarded.
Number of inward investment projects delivered in Monmouthshire as a direct result of Monmouthshire Business and Enterprise support	n/a	5	1			5	0	0				New target 2015/16. Web designer for the Business Growth & Enterprise web portal to be appointed in Q1.
Number of unique website visitors (Feedback also to be monitored)	Not measured	Not measured	Not measured			Establish baseline	To be advised following launch of new web portal					New target 2015/16. Web designer for the Business Growth & Enterprise web portal to be appointed in Q1.
Number of additional premises with access to high speed broadband	Not measured	Not measured	25,500			35,500						
Number of additional premises on line as a result of the Superconnected Cities Broadband Voucher Scheme	Not measured	Not measured	Not measured			Establish baseline	Baseline being developed.	Baseline being developed.				New target 2015/16. Funding for baseline mapping study found IT transformation reserve.
Number of businesses gaining additional digital skills	Not measured	Not measured	Not measured			Establish baseline	Baseline being developed	Baseline being developed				New target 2015/16

Customers (Outcome / Is anyone better off?)

Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	International /industry Av	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	Context/ Comment
Number of complaints received							0	0			
Number of compliments received							0	0			
Satisfaction survey results –e mail, phone, website, testimonials	Not measured	Not measured	Not measured			Establish baseline	Survey under development	Survey under development			New target 2015/16

Impact

Record any further evidence of Impact Made

Social stories, you tube clips, events etc...

There are some indicators that are not necessarily attributable to Monmouthshire Business and Enterprise but will be monitored for situational analysis purposes in future. These are:

- Total funding raised for Monmouthshire Businesses from Public sources and the collective endeavours of partners.
- Total investment levered in from Private sources funding raised for Monmouthshire Businesses from Private sources
- Percentage unemployment among the economically active
- Percentage of working residents who work within Monmouthshire

Risk Register 2014-17

Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing both probability & impact		Responsible Officer	Actions proposed to mitigate the risk	Progress & impact of actions 2015/16 Q1	Progress & impact of actions 2015/16 Q2	Progress & impact of actions 2015/16 Q3	Progress & impact of actions 2015/16 Q4
			Year	Level						
Although the national economy is improving the slow upturn from the recession continues to influence Monmouthshire's economy	Strategic	Job creation remains slow but is showing improvement.	2014/15 2015/16 2016/17	High High High	James Woodcock/ Business & Enterprise Manager	Maximise partnership working to ensure Monmouthshire businesses access full range of support	Continued attendance at networking events continued, promotion of Pan-Wales events, development of annual business summit to be delivered in Q3.			
Reduced staff capacity leading to reduced services delivery due to the closure of the RDP in December 2014 and the delay in	Operational	Staff departures as the RDP came to a close. Departure of the	2014/15 2015/16 2016/17	High	Cath Fallon/ Michael Powell	Ensure the RDP Local Development Strategy for the period 2014-2020 is approved by WG for delivery in July 2015 as per deadline.	Closure activities for 2007-2013 Rural Development Programme ongoing. Preparation activities for	Start of new 2014-2020 RDP programme activities.	Assessment of 2014-2020 RDP programme activities.	

<p>the start of the new programme which will now be in Q2.</p>		<p>Business & Enterprise Manager resulting in the need for additional recruitment.</p>					<p>2014-2020 RDP activities.</p>			
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The “Equality Initial Challenge”

Name: Enterprise Date completed: 13 th April 2015		Please give a brief description of what you are aiming to do. To consider the re-purposing of Council owned CIC, CMC ² , and take it into a new strategic and focussed direction whereby Monmouthshire Business and Enterprise, currently operating as the economic development team, is ‘spun out’ into the CIC and a new Economic Growth company is born.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	n/a	n/a	n/a
Disability	n/a	n/a	n/a
Marriage + Civil Partnership	n/a	n/a	n/a
Pregnancy and maternity	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex (was Gender)	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a
Transgender	n/a	n/a	n/a
Welsh Language	n/a	n/a	n/a

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed: C Fallon

Designation: Head of Economy & Enterprise

Dated 13th April 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The proposed re-purposing of CMC ²	Enterprise
Policy author / service lead	Name of assessor and date
Kellie Beirne	C Fallon, 13 th April 2015

1. What are you proposing to do?

To consider the re-purposing of Council owned CIC, CMC², and take it into a new strategic and focussed direction whereby Monmouthshire Business and Enterprise, currently operating as the economic development team, is 'spun out' into the CIC and a new Economic Growth company is born.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below. **No**

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

n/a

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

n/a

5. Please list the data that has been used to develop this proposal? e.g. Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

UK Govt Data, Welsh Govt Data, MCC Data

Signed.....C Fallon..... **Designation**...**Head of Economy and Enterprise** ...**Dated**.....13th April 2015.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” C Fallon		Please give a brief description of the aims proposed policy or service reconfiguration To consider the re-purposing of Council owned CIC, CMC ² , and take it into a new strategic and focussed direction whereby Monmouthshire Business and Enterprise, currently operating as the economic development team, is ‘spun out’ into the CIC and a new Economic Growth company is born.	
Name of the Division or service area Monmouthshire Business and Enterprise		Date “Challenge” form completed 13 th April 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food	n/a	n/a	Raise awareness of local food production and outlets as part of RDP activities.
Improve housing quality and provision	n/a	n/a	n/a
Reduce ill health and improve healthcare provision	n/a	n/a	n/a

Promote independence	n/a	n/a	n/a
Encourage community participation/action and voluntary work	n/a	n/a	Raise awareness of local volunteering opportunities as part of RDP activities. Recruit additional Directors to the company Board on a voluntary basis.
Targets socially excluded	n/a	n/a	Raise awareness of rural isolation, digital exclusion and local community participation opportunities as part of RDP and ICT exploitation activities.
Help reduce crime and fear of crime	n/a	n/a	n/a
Improve access to education and training	n/a	n/a	Offer access to training opportunities as part of the RDP and ICT exploitation activities.
Have a positive impact on people and places in other countries	n/a	n/a	Raise awareness of opportunities for market export and import via inward investment and trade delegation opportunities.
PLANET			

Reduce, reuse and recycle waste and water	n/a	n/a	Raise awareness of recycling opportunities as part of RDP activities.
Reduce carbon dioxide emissions	n/a	n/a	Encourage use of community transport schemes as part of RDP activities.
Prevent or reduce pollution of the air, land and water	n/a	n/a	Encourage local procurement therefore reducing carbon dioxide emissions as part of RDP activities.
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)	n/a	n/a	Encourage positive use of natural habitats as part of RDP activities.
Protect or enhance visual appearance of environment	n/a	n/a	Encourage positive environmental programmes as part of RDP activities.
PROFIT			
Protect local shops and services	n/a	n/a	Work with local town centre organisations e.g. Abergavenny Town Team to increase footfall and spend by encouraging citizens to shop locally thus protecting local shops and services.
Link local production with			Raise awareness of these issues and encourage positive

local consumption			participation through RDP activities.
Improve environmental awareness of local businesses			Work with local organisations to raise awareness of these issues and encourage positive participation.
Increase employment for local people			Work with local town centre organisations to help ensure the towns hold a mix of sectors and services which support each other and further enhance the town's offer and vitality.
Preserve and enhance local identity and culture			Activities within the RDP will encourage, enhance and preserve Monmouthshire's local identity and culture.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			This will be considered as part of the RDP activities .
Increase and improve access to leisure, recreation or cultural facilities	n/a	n/a	The team aims to work with local organisations to create a quality environment where people can access leisure facilities easily and efficiently.

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ n/a	➤ n/a

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

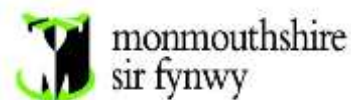
Through the planned activities associated with the delivery of the new 2014-2020 RDP programme there are many opportunities to address issues such as rural and social isolation; digital exclusion; and reduced carbon emissions through local community energy programmes. There are also opportunities to work with local organisations to increase footfall in Monmouthshire’s local high streets; increase employment opportunities and raise awareness of local procurement.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

Although the proposals have been assessed as having a positive impact in relation to the sustainability checklist legal, reputational and financial risks have been recognised in the accompanying business case which will be mitigated by procuring specialist third party advice where required. There is also a reputational risk of ‘standing still’ if the CIC is not empowered to lead on the ambitious agenda conveyed, as a result wider plans could be hampered, ambitions for redefining public sector culture lost as well as the potential to harness social capital which will be to the detriment of Monmouthshire’s communities. This proposal is also innovative and therefore could be construed as innovation for innovation sake. There is however a hard edged value added business return attached to this proposal which if ignored, could prove to be a risk to the Council as an opportunity will be lost.

Signed C Fallon

Dated 13th April 2015



SUBJECT: SUPPORTING THE COMPETITIVENESS OF MONMOUTHSHIRE BUSINESSES

MEETING: Economy & Development Select Committee

DATE: 21st April 2015

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To assist Monmouthshire businesses to improve their competitiveness, online trade and export potential through access to an innovative real-time cloud based software solution.

2. RECOMMENDATIONS:

- 2.1 To approve a funding mechanism that would allow Monmouthshire businesses discounted access to an innovative software solution that supports growth in sales and profitability, together with dedicated support, training and advice.
- 2.2 Upon successful conclusion of all due diligence, legal and procurement matters that delegated authority is given to the Chief Officer, Enterprise and Head of Finance (S151 Officer) in conjunction with the Cabinet Member for Enterprise and the Cabinet Member for Resources to sign the Memorandum of Agreement and associated contract, and advance pre-revenue funding of £50,000 to Skutrade Limited.
- 2.3 That the £50,000 funding is secured from the Invest to Redesign Reserve, with funding being recouped back to the Authority over a five-year period through commissions generated from businesses subscribing to the platform.

3. KEY ISSUES:

- 3.1 The Partnership Administration recently reaffirmed their shared ambition to create sustainable and resilient communities in Monmouthshire. The partnership remains committed to the County's Single Integrated Plan and relevant to this report is the specific

priority outcome that 'our County thrives' where a specific focus is maintained on business and enterprise. We want people in Monmouthshire to benefit from an economy which is prosperous and supports enterprise and sustainable growth. This commitment aligns with the one of the four strategic priorities of the Council which promotes enterprise, economic development and job creation.

- 3.2 In [June 2014](#) the Authority introduced iCounty and its digital roadmap, the next stage in the evolution of Monmouthshire's digital journey. Technology is synonymous with innovation and enterprise and the external focus of iCounty looks to accelerate business growth, entrepreneurship and job creation. To become one of the most inspiring places for digital advancement opportunities need to be seized upon and exploited. The rollout of super-fast broadband across the County provides one such opportunity. However, the infrastructure alone will not drive business growth – it is the exploitation of this infrastructure that is key.
- 3.3 Subsequent to the introduction of iCounty and after a period of engagement and consultation with businesses and key stakeholders the Authority launched its Business Growth and Enterprise strategy in [November 2014](#). One of the three pillars of the strategy focuses on supporting business growth, with a strategic aim to aid and support e-commerce activities.
- 3.4 The European online retail market is worth £400 billion and is growing by 15% per annum. Nearly 40% of all retail sales in the UK are online and that figure is increasing by approximately 8% per annum. Major market place seller platforms such as Amazon, eBay & Google dominate this market with nearly 70% of the entire revenue because their internet presence is so strong that all but the largest companies will find it necessary to maintain some presence on these platforms in order to be found by potential customers.
- 3.5 This presents both an enormous opportunity and serious headache for online retailers, on one hand these platforms can open up enormous global market opportunities for even the smallest of businesses and on the other hand the ever changing costs involved are a minefield for both new and experienced users.
- 3.6 The Authority has for some time been undertaking research into e-commerce solutions. The Authority quickly identified that current solutions are concerned with 'post-trade' analysis and inventory management, with a focus on price rather than margin. They introduce static processes in a dynamic industry.
- 3.7 Research then focused on solutions that provide 'pre-trade' data analysis. Why 'pre-trade'? Because unlike post-trade it would allow retailers to easily understand in advance the margin they will be making on each product and for them to recognize what products they can profitably sell into new countries or marketplaces. Furthermore it would assist supply chain, fulfillment and distribution companies to seek new opportunities to market their services and products to these customers.

- 3.8 There is nearly 100 pieces of data for each product on each marketplace and manually compiling pre-trade data would be extremely time-consuming and impossible for a small business to manage as a daily task.
- 3.9 The Authority was subsequently introduced through its business and innovation networks to a company, Skutrade Limited, which has successfully developed a pre-trade data analysis platform for the e-commerce industry. Their low cost, easy to use dynamic platform encourages and enables global online trade and enables retailers to buy and sell any product instantly across the globe on a truly informed basis. It allows even the smallest retailers to compete on an even footing with the largest global retail organisations.
- 3.10 No direct competitors have been identified that provide the automated nature of their suite of services and their solution is unique as being identified as being the only pre-trade 'total e-commerce lifecycle' automated comparison tool. The company has had notable success stories to date through the beta desktop version of its solution. One retailer, despite being an established online business, has seen UK growth of 200% and 1000% growth across Europe since using the software resulting in a ten-fold improvement in profits.
- 3.11 The company is currently securing additional investment in order to grow its business operation to the next stage. Ahead of this the development of the real time cloud-based version of their product is nearing completion. CMC2, the Authority's Community Interest Company, were commissioned by the company to undertake this software development work. As this development work nears completion the Authority is looking to work with Skutrade and CMC2 in order to bring forward Monmouthshire Businesses to assist in User Acceptance Testing to ensure that it is intuitive and easy to use even for the novice e-commerce SME.
- 3.12 The Authority is proposing to enter into a Memorandum of Agreement and associated contract with Skutrade Limited that would result in Monmouthshire being a County wide test-bed for the rollout of the company's product suite. Furthermore it would allow up to 500 Monmouthshire businesses being able to benefit from a significantly discounted subscription to the software for a time limited period of two years, together with the provision of training, support and advice to allow them to maximize the potential of the Skutrade product suite. The further specific benefits to Monmouthshire businesses arising from this proposal would be:
- Up to 500 Monmouthshire businesses can review if, where and how they can be competitive relative to the online competition;
 - The application can be utilised and be of use to local businesses who want to be competitive, even if they do not wish to retail online.
 - The application allows local suppliers, manufacturers and distributors to market their services to an empowered, informed audience who can look to retail their goods across Europe. Users can procure these goods through the platform.

- It can enable any county based delivery and fulfilment providers to market their services to an empowered, informed audience with users being able to procure these services through the platform.
 - The Authority, at no extra cost, can explore how it can utilise the application as a procurement tool to make sure they are always able to buy goods at the most competitive prices.
- 3.13 In order to facilitate this level of support to Monmouthshire businesses the Authority is proposing to advance £50,000 pre-revenue funding to Skutrade Limited. Whilst funding is being requested from the Invest to Redesign Reserve it is intended for this funding being recouped back to the Authority over a five-year period through commissions generated from businesses subscribing to the Skutrade's product suite. Based on analysis undertaken to date it is anticipated that the funding can be recouped well within the five-year timeframe.
- 3.14 The Memorandum of Agreement and ultimately the success of this proposal will also depend on the ongoing support that the Authority provides to driving take-up across the county. This support will be provided from the Mon Business & Enterprise team and will run parallel with the work to drive take-up and exploitation of Superfast Cymru and other broadband initiatives, notably Welsh Government's ICT exploitation for businesses programme and the Superconnected Cities voucher scheme for businesses. Additional resources were approved by Cabinet in [March 2015](#) to support these programmes. Notably this included a data mapping exercise being undertaken to establish baseline data concerning the current level of digitally enabled Monmouthshire businesses and their level of digital maturity. This data will assist in targeting efforts to maximize take-up and the benefits realized from this proposal.
- 3.15 This proposal is unique in many ways in that it has clear alignment with the Authority's commitment to business growth and ICT exploitation, provides business support to Skutrade to provide them the opportunity to maximize their own growth potential as well as providing specific business support to up to 500 Monmouthshire businesses that subscribe. Whilst the advance pre-revenue funding itself is not seen as a loan it demonstrates creative initiative being taken by the Authority to support businesses in different ways.
- 3.16 A monitoring and evaluation framework will be developed that will include an assessment of the increased sales and profitability resulting from Monmouthshire businesses accessing the platform. The framework will be developed ahead of any rollout and implementation of this proposal in order to ensure that the outcomes and benefits are effectively monitoring and delivered. Monitoring of progress will be periodically reported to the Digital & Place Programme Boards, Economy and Development Select Committee.
- 3.17 A risk assessment has been undertaken of the key risks that potentially fall on the Authority. The key risks concern:

- a) The real time cloud-based software solution not being able to be developed – the successful application of the beta desktop version and the successes to date provide initial reassurances. Work undertaken to date on scoping the software development has been very positive. The funding would only be released by the Authority if a fully-functioned product was developed.
- b) There is insufficient demand from Monmouthshire businesses to allow the advance funding to be recouped – as stated previously the advance funding would be recouped over a five-year period from through commissions generated from businesses subscribing to the Skutrade’s product suite. In the event that this was not recouped via Monmouthshire businesses then a commission would be recouped from non-Monmouthshire businesses.
- c) Competitors develop similar products at a similar price point – this is in fact seen as a positive as it would generate indirect marketing opportunities for Skutrade products. The potential market for the product is global so the risk is considered minimal. It is anticipated that the product being offered to Monmouthshire businesses at significant discount would secure demand.
- d) Funding is not secured to allow Skutrade Limited to expand its operation – the release of pre-revenue funding will be predicated on investment being secured by the company.
- e) The company becomes insolvent or goes into liquidation – the Authority would look to secure rights as a preferential creditor that would allow MCC to gain access to the Skutrade project and IPR.
- f) Businesses have difficulty understanding the Skutrade product offer and the benefit it brings – The company has developed a Sales and Marketing strategy. The company will be looking to invest in sales and marketing expertise and during the period of the agreement the Authority will similarly look to generate awareness and support take-up.

3.18 Whilst risk can never be eliminated fully for a proposal such as this it is felt that this is a measured risk when weighted against the benefits that can be potentially realized for Monmouthshire businesses, giving them a competitive advantage to drive business growth.

4. REASONS:

- 4.1 This proposal look to support the Authority’s commitment to promotes enterprise, economic development and job creation. It is enshrined within the Authority’s iCounty digital strategy and the Business Growth and Enterprise Strategy.
- 4.2 The advance pre-revenue funding will allow Monmouthshire businesses to identify profit and sales opportunities to be exploited from subscribing to the platform, ultimately providing them with a competitive advantage in the global e-commerce market.

5. RESOURCE IMPLICATIONS:

- 5.1 In order to facilitate the level of support proposed to Monmouthshire businesses the Authority is proposing to advance £50,000 pre-revenue funding to Skutrade Limited.
- 5.2 Funding is being requested from the Invest to Redesign Reserve. However, it is intended for this funding being recouped back to the Authority over a five-year period through commissions generated from businesses subscribing to the Skutrade’s product suite. Based on analysis undertaken to date it is anticipated that the funding can be recouped well within the five-year timeframe.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 There are no equality impacts identified in the assessment. The sustainability checklist identifies only positive impacts and are summarised below for members’ consideration:
 - a) Monmouthshire businesses signing up to the platform would gain access to training and support that allowed them to exploit their sales and profitability.
 - b) Protection of local Monmouthshire businesses, from SME’s through to large-scale businesses within retail, manufacturing & production, distribution and fulfilment industries, through profit and sales opportunities being successfully exploited from subscribing to the platform.
 - c) Increased profit and sales resulting from Monmouthshire businesses benefitting from access to the platform will ultimately increase scope for future job growth and creation.

6.2 The actual impacts from this report's recommendations will be reviewed and evaluated on a quarterly basis. A monitoring and evaluation framework will be developed that will include an assessment of the increased sales and profitability resulting from Monmouthshire businesses accessing the platform.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:

7.1 There are no safeguarding or corporate parenting implications arising from this report.

8. CONSULTEES:

Senior Leadership Team
Economy and Development Select Committee Members

9. BACKGROUND PAPERS:

Appendix 1 – Equality Impact Assessment and Sustainability Checklist

10. AUTHOR:

Peter Davies, Head of Commercial and People Development

11. CONTACT DETAILS:

Tel: (01633) 644294 / (07768) 466632

E-mail: peterdavies@monmouthshire.gov.uk

The “Equality Initial Challenge”

Name: Peter Davies Service area: Mon Business & Enterprise Date completed: 13 th April 2015		Please give a brief description of what you are aiming to do: To assist Monmouthshire businesses to improve their competitiveness, online trade and export potential through discounted access to a real-time cloud based software solution. The solution provides e-commerce businesses with critical pre-trade cost and competitor analysis to optimise their profit and selling opportunities.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ No negative impacts assessed	➤

Signed: Peter Davies

Designation: Head of Commercial and People Development

Dated: 13th April 2015

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
A proposal to assist Monmouthshire businesses to improve their competitiveness, online trade and export potential through discounted access to a real-time cloud based software solution.	Mon Business & Enterprise
Policy author / service lead	Name of assessor and date
Peter Davies, Head of Commercial and People Development	Kellie Beirne, Chief Officer, Enterprise

1. What are you proposing to do?

To assist Monmouthshire businesses to improve their competitiveness, online trade and export potential through discounted access to a real-time cloud based software solution. The solution provides e-commerce businesses with critical pre-trade cost and competitor analysis to optimise their profit and selling opportunities.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

No negative impacts assessed

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

Not applicable

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Welsh Government Business and Economy statistics and research data; Stats Wales business, economy and labour market data

Signed: Peter Davies

Designation: Head of Commercial People Development

Dated: 13th April 2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Peter Davies, Head of Commercial and People Development		Please give a brief description of the aims proposed policy or service reconfiguration A proposal to assist Monmouthshire businesses to improve their competitiveness, online trade and export potential through discounted access to a real-time cloud based software solution.	
Division or service area: Mon Business & Enterprise		Date “Challenge” form completed 13 th April 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and voluntary work		X	
Targets socially excluded		X	

Help reduce crime and fear of crime		X	
Improve access to education and training			Monmouthshire businesses signing up to the platform would gain access to training that allowed them to exploit their sales and profitability.
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and services			Monmouthshire SME's through to Large-scale organisations

			within retail, manufacturing & production, distribution and fulfilment industries subscribing to the platform can look to optimise profit and sales opportunities.
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people			Increased profit and sales resulting from Monmouthshire businesses benefitting from access to the platform will ultimately increase scope for job growth and creation.
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ No negative impacts assessed	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

Positive impacts outlined in detail above.

- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

No negative impacts assessed.

Signed: Peter Davies

Designation: Head of Commercial and People Development

Dated: 13th April 2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
Special Meeting: 30 th March 10am start, (9.30am pre-meeting) 12.30pm onwards	Y Prentis Scheme	Performance update of the Y Prentis Scheme.	Cath Fallon/Peter Davies	Performance Monitoring
	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
	Tourism Destination Management Strategy	Workshop with Economy Members (possibly wider Members) to shape / co-ordinate themes and objectives, alongside stakeholder consultation.	Nicola Edwards Ian Saunders	Policy Development
21 st April 2015 12pm start, (11.30am pre-meeting)	CMC ₂ - Community Interest Company leading green and digital growth	Strategic Review - being considered by CMC ₂ Board in March.	Cath Fallon	Performance Monitoring
	Supporting Monmouthshire Businesses' competitiveness	Report outlining plans to assist Monmouthshire businesses to improve their competitiveness and online trade.	Peter Davies	Pre-decision Scrutiny
	Work Programme	Discussion on future Scrutiny of the Planning Service.	Hazel Ilett Ian Saunders	Work programming
4 th June 2015	Improvement Plan 2014-2017 (Stage 2) and Outcome Agreements	Scrutiny of performance during the year relating to Improvement Objectives and Outcome Agreements.	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).	Mark Howcroft	Budget Monitoring
	Planning and Development,	Annual performance report. Post systems-review,	TBC	Performance

Monmouthshire's Scrutiny Forward Work Programme 2015

Economy Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
	Section 106 Agreements	discussion with new Chief Officer.		Monitoring
Special June TBC	Cultural Services Review	Pre-decision scrutiny of an options paper following completion of the review. Consultant's report due 29 th May, due 30 th July Council.	Ian Saunders	Pre-decision Scrutiny
23rd July 2015	Community Infrastructure Levy (CIL)	Item returning for performance update.	Martin Davies	Performance Monitoring
3rd Sep 2015	Chief Officer Enterprise Annual Report	Scrutiny of the performance of the directorate for the previous year.	Kellie Beirne	Performance Monitoring
15th Oct 2015	TBC			
26th Nov 2015	TBC			

Meeting Dates to be confirmed for:

- x **Car Parking** - Policy Review
- x **I county** - Annual performance report
- x **Leisure Services** - Annual performance report
- x **Gilwern Cycle Track** - Scrutiny of the Business Plan
- x **Events Strategy** - to return with toolkit
- x **Broadband in Monmouthshire Report** - to return
- x **Cardiff City Region Board** - to return - agreed a Members seminar on city region concepts and a debate at Council to shape our role i.e. what Monmouthshire has to offer in term of its Enterprise strategy.
- x **The Return on Investment of Cycling Activities** - to return with a cost/benefit analysis



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
26TH MARCH 2015 – COUNCIL			
Corporate Strategy		SLT Cabinet	Matt Gatehouse/ Will McLean
Self Evaluation Draft		Cabinet SLT	Sarah McGuinness
Engagement framework evaluation report		Cabinet SLT	Will McLean
Senior Officer Pay award and corporate pay policy		SLT Cabinet	Sally Thomas Peter Davies
Monmouthshire engages		Cabinet SLT	Will McLean / Abby Barton
Council diary		Cabinet SLT	Tracey Harry
Presentation from Jonathon Morgan IMB			Will McLean/IMB
8TH APRIL 2015 – INDIVIDUAL CABINET MEMBER DECISION			
Extension to the 30mph speed limit Chepstow			Paul Keeble

Subject	Purpose	Consultees	Author
15TH APRIL 2015 – CABINET			
Taking Forward Service Transformation in Adult Social Care and Health	A review of Community Coordination and Small Local Enterprise		Nicola Needle
Invest to redesign funding S106 Chepstow Area			Kellie Beirne
MOU Housing Solutions			Cath Sheen
Schools disciplinary policy		Cabinet SLT	Ian Bakewell
Education performance framework			Sally Thomas
ALN report			Matt Gatehouse
Strategic Equality Plan	3 rd annual monitoring report		Stephanie Hawkins / Sharon Randall Smith
			Alan Burkitt
22ND APRIL 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Funding of Major Play area and open space maintenance		SLT Cabinet	Tim Bradfield
Recreational and public open space developer contributions			Tim Bradfield
23RD APRIL 2015 – SPECIAL COUNCIL			
White paper – power to local people	Response to the white paper		Paul Matthews
Improvement Plan 2015/16 and feedback from Wales Audit Office	To approve the improvement plan for 2015/16		Matt Gatehouse
Official inspection letter			Paul Matthews
6TH MAY 2015 – CABINET			
Council Tax Reduction Fraud Prosecution Policy	To provide Monmouthshire with a policy that will prevent, deter and/or detect Benefit Fraud		Ruth Donovan
Raglan – Proposed	To inform members of the progress that the	Cabinet	Deb Hill Howells

Subject	Purpose	Consultees	Author
Community Hall	Raglan Village Hall Association has made in developing plans for a new village hall within the Raglan Community	SLT	
Y Prentis			Cath Fallon
Developing a Business Improvement District in Abergavenny	To seek endorsement of a new BID in Abergavenny town centre	SLT Cabinet	Deb Hill Howells
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
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2014/15, meeting 7 held on the 26 th March 2015		Dave Jarrett
Chief Officer Report			Kellie Beirne
Supporting Monmouthshire Businesses' competitiveness	To assist Monmouthshire businesses to improve their competitiveness and online trade	SLT Cabinet	Peter Davies
Schools Pay Policy		Cabinet SLT	Sally Thomas
ICT in schools			Peter Davies
People and Organisational Development Strategy (Final)			Peter Davies
Children services update			Tracey Jelfs
Adoption of LA policy on use of reasonable force			Richard Austin
Caldicot Town Team Funding requests			Colin Phillips
Merton Green, Caerwent S106 Funding			Mike Moran
Vibrant and viable places loan scheme			Rachel Rawlings
Croesonen S106 funding			Mike Moran

Subject	Purpose	Consultees	Author
14th MAY 2015 – COUNCIL			
WAO Stage 2 Improvement Plan		Cabinet SLT	Will McLean/ Matt Gatehouse
Partnership Agreement		Cabinet SLT	
Chief Officer Report			Simon Burch
20th MAY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
Draft supplementary planning guidance (SPG) Primary Retail Frontages	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
Vibrant and viable places loan applications	To determine applications as they are received (ongoing ICMD)		Ian Bakewell
Modernising trade waste services			Rachel Jowitt
Proposed waiting restrictions Magor			Paul Keeble
Leasing of land at Burnt Barn Road, Bulwark to Chepstow			Gareth King
Establishment of LA nursery at Ysgol Gymraeg y fenni			Sue Hall
3rd JUNE 2015 – CABINET			
Income Generation Strategy	To provide a strategy for maximising the income opportunities available to the Council		Joy Robson
Revenue Outturn report	To provide Members with information on the revenue outturn position of the Authority at the end of the 2014/15 financial year.		Mark Howcroft
Capital Outturn report	To present the draft capital outturn expenditure for 2014/15 compared to the total budget for the year.		Mark Howcroft
Local development strategy RDP			Cath Fallon
Major Events Strategy	To set out a Major Events Strategy through	SLT	Ian Saunders

Subject	Purpose	Consultees	Author
	which to co-ordinate all local community and organised events in the county	Cabinet	
Play sufficiency audit report			Nicola Bowen / Ian Saunders
Programme board update			Kellie Beirne
10th JUNE 2015 – INDIVIUDAL CABINET MEMBER DECISIONS			
Draft supplementary planning guidance (SPG) Landscape	To endorse draft SPG to issue for consultation	SLT Planning Cabinet	Jane Coppock
Access fund for music	To set up a fund to support pupils within our schools to have access to music provision via the Gwent Music Service		Nikki Wellington
24th JUNE 2015 – INDIVIUDAL CABINET MEMBER DECISIONS			
25th JUNE 2015 – COUNCIL			
Chief Officer Report			Sarah McGuinness
Monmouth Pool			Kellie Beirne / Simon Kneafsey
Safeguarding report			Jane Rodgers
Solar Farm Business Case	To secure financial approval for the construction of an Authority owned solar farm at Oak Grove Farm, Crick		Ben Winstanley / Ian Hoccom
The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement	for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract.	SLT Cabinet	Rachel Jowitt
8th JULY 2015 – INDIVIUDAL CABINET MEMBER DECISIONS			
15th JULY 2015 – CABINET			
Effectiveness of Council Services: quarterly update			Matt Gatehouse
Evaluation of community			Matt Gatehouse

Subject	Purpose	Consultees	Author
Coordination			
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
22nd JULY 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
30th JULY 2015 – COUNCIL			
Cultural Service Review			Ian Saunders
26th AUGUST 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
2nd SEPTEMBER 2015 – CABINET			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock
Review of allocation policy		Cabinet Members Leadership Team Appropriate Officers	Ian Bakewell
9th SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
23rd SEPTEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
SPG Programme annual review	To endorse draft SPG programme for 2015/16	SLT Planning Cabinet	Jane Coppock
24th SEPTEMBER 2015 - COUNCIL			
Local Development Plan – annual monitoring report	To seek approval to submit the first AMR on the LDP to the Welsh Government	SLT Planning Cabinet	Jane Coppock

Subject	Purpose	Consultees	Author
7th OCTOBER 2015 – CABINET			
14th OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
28th OCTOBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
4TH NOVEMBER 2015 – CABINET			
Effectiveness of Council Services: quarterly update			Matt Gatehouse
11th NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
25th NOVEMBER 2015 – INDIVIDUAL CABINET MEMBER DECISIONS			
2nd DECEMBER 2015 – CABINET			