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Neuadd y Sir
Y Rhadyr
Brynbuga

Dydd Mawrth, 2 Ionawr 2018

Dear Cyngorwyr,

CABINET

Gofynnir i chi fynychu cyfarfod **Cabinet** a gynhelir yn **Steve Greenslade Room, County Hall, Usk** ar **Dydd Mercher, 10fed Ionawr, 2018**, am **2.00 pm**.

AGENDA

1. Ymddiheuriadau am absenoldeb
2. Datganiadau o Fuddiant
3. I ystyried yr adroddiadau canlynol (copdau ynghlwm):
 - i. **Adolygiad o'r Polisi Rhwystrau ar Briffyrdd Cyhoeddus** 1 - 6
Adran/Wardiau sy'n cael eu Heffeithio: Pob un

Diben: Adolygu'r polisi Rhwystrau ar y Briffordd cyfredol a phenderfynu os yw unrhyw newidiadau i'r polisi'n briodol gan roi ystyriaeth ddyledus i adborth Pwyllgor Dethol Cymunedau Cryf.

Awdur: Roger Hoggins, Pennaeth Gweithrediadau

Manylion Cyswllt: rogerhoggins@monmouthshire.gov.uk
 - ii. **Siop Ail-ddefnyddio yng Nghanolfan Ailgylchu Gwastraff Cartref Llanffwyst** 7 - 22
Adran/Wardiau sy'n cael eu Heffeithio: Pob un

Diben: Rhoi newyddion i'r Cyngor ynglŷn â gweithrediad y Siop Aildefnyddio yng Nghanolfan Ailgylchu Gwastraff Cartref Llan-ffwyst (CAGC)

Awdur: Carl Touhig, (Dros dro) Pennaeth Gwastraff a Gwasanaethau Stryd

Manylion Cyswllt: carltouhig@monmouthshire.gov.uk
 - iii. **Mount Pleasant / St Lawrence S106** 23 - 34
Adran/Wardiau sy'n cael eu Heffeithio: Sant Christopher, Santes Mari a Larkfield

Diben: I geisio cymeradwyaeth i ddsbarthu cyllid Adran 106 ar gyfer y

datblygiad ym Mount Pleasant a Sant Lawrence.

Mae'r adroddiad yn manylu defnydd arfaethedig y cyllid a chefnidir y cyllid.

Awdur: Nikki Wellington, Rheolwr Cyllid

Manylion Cyswllt: nicolawellington@monmouthshire.gov.uk

iv. **Cynllun Rheoli Cyrchfan Sir Fynwy 2017**

35 - 120

Adran/Wardiau sy'n cael eu Heffeithio: Pob un

Diben: Mae'r adroddiad hwn yn ceisio cymeradwyaeth <https://mediafiles.thedms.co.uk/Publication/MW-Mon/cms/pdf/FINAL%20July%202017%20Monmouthshire%20Destination%20Plan%202017-2020.pdf> i arweini rheolaeth cyrchfan, marchnata a datblygiad am y cyfnod 2017-2020. Diben y Cynllun Rheoli Cyrchfan yw sefydlu fframwaith clir am bartneriaeth gyhoeddus, breifat a sector gwirfoddol sy'n gweithio i fynd i'r afael â'r blaenoriaethau a nodwyd ac i ddarparu tyfiant twristiaeth cynaliadwy trwy'r flwyddyn er mwyn gwneud y gorau o fuddion economaidd, cymdeithasol ac amgylcheddol twristiaeth ledled y sir. Wrth wneud hyn mae'n ffocysu adnoddau sy'n lleihau ar weithgareddau sy'n debygol o gynnig yr elw uchaf posib o fuddsoddiadau. Cymeradwywyd y CRhC diwygiedig gan Bwyllgor Dethol Economi a Datblygu CSF yn eu cyfarfod ar y 19eg o Hydref 2019.

Mae'r Cynllun yn cyfrannu at drydedd flaenoriaeth y Cyngor i 'hybu menter a chreu swyddi' ac mae'n galluogi cyllid allanol am weithgareddau sy'n ymwneud â thwristiaeth dros yr un cyfnod. Mae'r Cynllun yn dod i mewn yn lle'r hen CRhC a orffennodd ar yr 31ain o Ragfyr 2015.

Awdur: Nicola Edwards, Rheolwr Strategaeth Bwyd a Thwristiaeth

Manylion Cyswllt: nicolaedwards@monmouthshire.gov.uk

v. **Datganiad Canlyniad Monitro Refeniw a Chyfalaf 2017/18 Cyfnod 2**

121 -
154

vi. **Cronfa Eglwysi Cymreig**

155 -
166

Adran/Wardiau sy'n cael eu Heffeithio: Pob un

Diben: Diben yr adroddiad hwn yw gwneud argymhellion i'r Cabinet o'r Amserlen Ceisiadau am gyfarfod 5 o'r Grŵp Gweithgor Cronfa'r Eglwys Gymraeg am y flwyddyn ariannol 2017/18 cafodd ei gynnal ar y 14^{eg} o Ragfyr 2017.

Awdur: David Jarrett – Uwch Gyfrifydd – Cymorth Busnes Ariannol Canolog

Manylion Cyswllt: davejarrett@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

PORTFFOLIOS CABINET

Cynghorydd Sir	Maes Cyfrifoldeb	Gwaith Partneriaeth ac Allanol	Ward
P.A. Fox (Arweinydd)	Strategaeth a Chyfeiriad Awdurdod Cyfan CCR Cyd Gabinet a Datblygu Rhanbarthol; Trosolwg Sefydliad; Gweithio Rhanbarthol; Cysylltiadau Llywodraeth; Bwrdd Gwasanaethau Cyhoeddus; WLGA	Cyngor WLGA WLGA Bwrdd Cydlynu Gwasanaethau Cyhoeddus	Porthysgewin
R.J.W. Greenland (Dirprwy Arweinydd)	Menter Cynllunio Defnydd Tir; Datblygu Economaidd; Twristiaeth; Rheoli Datblygu; Rheoli Adeiladu; Tai a Digartrefedd; Hamdden; Ieuencid; Addysg Oedolion; Addysg Awyr Agored; Hybiau Cymunedol; Gwasanaethau Diwylliannol	Cyngor WLGA Twristiaeth Rhanbarth y Brifddinas	Devauden
P. Jordan	Llywodraethiant Cefnogaeth y Cyngor a Phenderfyniadau Gweithrediaeth; Craffu; Safonau Pwyllgor Rheoleiddiol; Llywodraethiant Cymunedol; Cefnogaeth Aelodaeth; Etholiadau; Hyrwyddo Democratiaeth ac Ymgysylltu: Y Gyfraith; Moeseg a Safonau; Perfformiad Awdurdod Cyfan; Cynllunio a Gwerthuso Gwasanaeth Awdurdod Cyfan; Cydlynu Corff Rheoleiddiol		Cantref
R. John	Plant a Phobl Ifanc Safonau Ysgolion; Gwella Ysgolion; Llywodraethiant Ysgolion; Trosolwg EAS; Blynyddoedd Cynnar; Anghenion Dysgu Ychwanegol; Cynhwysiant; Cwricwlwm Estynedig; Derbyniadau; Dalgylchoedd; Cynnig Ôl-16; Cydlynu gyda Choleg Gwent.	Cyd Grŵp Addysg (EAS) CBAC	Llanfihangel Troddi
P. Jones	Gofal Cymdeithasol, Diogelu ac Iechyd Plant; Oedolion; Maethu a Mabwysiadu; Gwasanaeth Troseddu Ieuencid; Cefnogi Pobl; Diogelu Awdurdod Cyfan (Plant ac Oedolion); Anableddau; Iechyd Meddwl; Iechyd Cyhoeddus; Cydlynu Iechyd.		Rhaglan
P. Murphy	Adnoddau Cyllid; Technoleg Gwybodaeth (SRS); Adnoddau Dynol; Hyfforddiant; Iechyd a Diogelwch; Cynllunio Argyfwng; Caffaeliad; Archwilio; Tir ac Adeiladau (yn cynnwys Stadau, Mynwentydd, Rhandiroedd, Ffermydd); Cynnal a Chadw Eiddo; Swyddfa Ddigidol; Swyddfa Fasnachol	Consortium Prynu Prosiect Gwyrdd Cymru	Caerwent

S.B. Jones	Gweithrediadau Sir Cynnal a Chadw Priffyrdd, Rheoli Trafnidiaeth, Traffig a Rhwydwaith, Rheolaeth Stad; Gwastraff yn cynnwys Ailgylchu; Cyfleusterau Cyhoeddus; Meysydd Parcio; Parciau a Gofodau Agored; Glanhau; Cefn Gwlad; Tirluniau a Bioamrywiaeth; Risg Llifogydd.	SEWTA Prosiect Gwyrdd	Goetre Fawr
S. Jones	Cyfiawnder Cymdeithasol a Datblygu Cymunedol Ymgysylltu â'r Gymuned; Amddifadedd ar Arwahanrwydd; Diogelwch y Gymuned; Cydlyniaeth Gymdeithasol; Tlodi; Cydraddoldeb; Amrywiaeth; Y Gymraeg; Cysylltiadau Cyhoeddus; Safonau Masnach; Iechyd yr Amgylchedd; Trwyddedu; Cyfathrebu		Llanofar

Nodau a Gwerthoedd Cyngor Sir Fynwy

Ein diben

Adeiladu Cymunedau Cynaliadwy a Chydnerth

Amcanion y gweithiwn tuag atynt

- Rhoi'r dechrau gorau posibl mewn bywyd i bobl
- Sir lewyrchus a chysylltiedig
- Cynyddu i'r eithaf botensial yr amgylchedd naturiol ac adeiledig
- Llesiant gydol oes
- Cyngor gyda ffocws ar y dyfodol

Ein Gwerthoedd

Bod yn agored. Rydym yn agored ac yn onest. Mae pobl yn cael cyfle i gymryd rhan mewn penderfyniadau sy'n effeithio arnynt, dweud beth sy'n bwysig iddynt a gwneud pethau drostynt eu hunain/eu cymunedau. Os na allwn wneud rhywbeth i helpu, byddwn yn dweud hynny; os bydd yn cymryd peth amser i gael yr ateb, byddwn yn esbonio pam; os na allwn ateb yn syth, byddwn yn ceisio eich cysylltu gyda'r bobl a all helpu - mae adeiladu ymddiriedaeth ac ymgysylltu yn sylfaen allweddol.

Tegwch. Darparwn gyfleoedd teg, i helpu pobl a chymunedau i ffynnu. Os nad yw rhywbeth yn ymddangos yn deg, byddwn yn gwrando ac yn esbonio pam. Byddwn bob amser yn ceisio trin pawb yn deg ac yn gyson. Ni allwn wneud pawb yn hapus bob amser, ond byddwn yn ymrwmo i wrando ac esbonio pam y gwnaethom weithredu fel y gwnaethom.

Hyblygrwydd. Byddwn yn parhau i newid a bod yn hyblyg i alluogi cyflwyno'r gwasanaethau mwyaf effeithlon ac effeithiol. Mae hyn yn golygu ymrwymiad gwirioneddol i weithio gyda phawb i groesawu ffyrdd newydd o weithio.

Gwaith Tîm. Byddwn yn gweithio gyda chi a'n partneriaid i gefnogi ac ysbrydoli pawb i gymryd rhan fel y gallwn gyflawni pethau gwych gyda'n gilydd. Nid ydym yn gweld ein hunain fel 'trefnwyr' neu ddatrysyr problemau, ond gwnawn y gorau o syniadau, asedau ac adnoddau sydd ar gael i wneud yn siŵr ein bod yn gwneud y pethau sy'n cael yr effaith mwyaf cadarnhaol ar ein pobl a lleoedd.



REPORT

SUBJECT: Review of the Obstructions in the Public Highway Policy

MEETING: Cabinet

DATE: 10th January 2018

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE

To review the existing Obstructions in the Highway policy and decide if any alterations to the policy are appropriate giving due consideration to feedback from the Strong Communities Select Committee.

2. RECOMMENDATIONS

2.1 That the principle of permitting individual businesses be retained.

2.2 That Cabinet decide whether charges in relation to:

2.2.1 A boards remain as approved in the adopted policy (a 'one off' charge of £50 for each A board approved to be placed on the public highway).

2.2.2 Other items placed in the public highway (tables, chairs, displays etc.) remain as approved in the existing policy and if not what charge might be appropriate.

2.3 That all other aspects of the policy remain unchanged including fines for contravention of the policy.

3. KEY ISSUES

3.1 The report to the Strong Communities Select Committee held on the 28th September 2017 explains why this Obstructions in the Highway policy has been reviewed but in summary it has been in response to concerns regarding increased costs for retailers arising from the policy coinciding with increased costs for many businesses arising from the revaluation of NNDR applied in this financial year.

3.2 The minutes of the Strong Communities Select Committee reflect the debate but key points are:

The policy adopted by Cabinet in July 2016 requires officers to work with individual businesses to agree where items may be placed in the public highway and that they be issued with a permit to do so. Members supported that officers worked with individual businesses to arrive agree permits.

- 3.3 Strong Communities Select Committee members debated the matter in depth and a local businessman attended the meeting to address members. The detail of the address and the debate may be found by following the link below:

<https://democracy.monmouthshire.gov.uk/mgAi.aspx?ID=5840>

- 3.4 The members of the committee supported the permit scheme approved by Cabinet in July 2016. On being put to the vote a majority of the select committee agreed that a recommendation be put to Cabinet that charges for the permit scheme are ceased (charging had commenced prior to the scheme being paused).

3. REASONS

- 3.1 The policy allows much greater flexibility to work with individual businesses to support their on street advertising (A boards) and to allow them to increase their sales area (tables, chairs, displays etc.) by expanding their businesses onto the public highway.
- 3.2 The policy brings with it an administrative burden as each business must be visited and individual permits prepared and issued for any item in the public highway. To contribute towards costs the charges were implemented when the policy was adopted.
- 3.3 The recommendation of this report has been split between A boards which offer an advertising opportunity and 'other items' i.e. those that physically increase the sales area available to a business.

4. Options and Evaluation Criteria

- 4.1 The policy was adopted by Cabinet in July 2016 after extensive scrutiny and options appraisal leading up to the recommendations. At this stage the options are about whether charges should be retained and if so for which elements of the policy, specifically 'A' boards and equipment such as tables, displays etc. placed in the highway. The resource implications section below provides more information about assumed income levels associated with these matters.
- 4.2 The evaluation will be based upon income levels, permits in place, fines imposed for non compliance and complaints

5. RESOURCE IMPLICATIONS:

Below is an extract from the Cabinet report on 6th July 2016 which summarises the estimated income to be accrued from the permit fee (should Cabinet not amend the current policy).

This was replicated in the report to the Select Committee in September to which were added those paragraphs that follow the chart, i.e. from: 'The income may be considered as two parts:'

Table 1	A BOARD	SEATING/DISPLAYS	ADVERTS/BANNERS	'PITCH' one off
MCC PROPOSAL	£50 one off application 288 x 70% x £50 = £10,080	SEATING / SALE RAILS / DISPLAYS. First application will always be £125. The annual renewal will be based on area occupied Use Sqm rates: 0 to 6 = £120 6 to 12 =£240 12 to 18 = £360 Larger areas not permitted	Continue with similar policy whereby only charities are allowed to advertise and are not charged. Funding helped by income	£75 first application £50 subsequent
Yearly rental 70% take up	Based on enforcement	31 x 70% x £240 = £5208	£0	

The income may be considered as two parts:

- (i) 'A' board income is a one off charge of £50 per board. Based upon a 70% take up of the scheme it generates an income of £10,080. The income is largely a one off and further income will be negligible as it will only be new applications on an ad hoc basis.
- (ii) Income from seating, sale rails, displays, etc. has two elements, a one off application of £125 followed by a recurring annual charge dependant upon square metres occupied. The one off application has an estimated income of £2,712 (31 sites with 70% take up at £125 per site). The recurring element is estimated at £5,208 and varies according to square metres permitted.

The income contributes to costs associated with administering the scheme which is much more demanding upon staff resources than the previous policy as it requires the drafting of and confirming a formal agreement with individual businesses rather than the blanket approach adopted previously.

There are numerous permutations around how the scheme might be administered if members consider that recommendations should be made to Cabinet to amend the policy in some way (although it acknowledged that members may be content that implementation of the policy recommence as is).

To place the scheme in context the charges levied by other authorities are provided in appendix 1 to the Cabinet report on the 6th July 2016.

Permutations are numerous but if the principle is accepted that an A board simply offers an advertising opportunity but a permit for sale rails, tables and chairs etc. actually increases the sale space for a business by using public open space then a reduced or no charge for A boards might be contemplated whilst a charge for permit for space remains as is or even increased to offset the loss of income from A boards.

For example a revised charge for displays, etc. might be:

0-6 sq m - £150 per annum
6-12 sq m - £300 per annum
12-18 sq m - £450 per annum

Obviously the income estimate depends upon take up but based upon 70% of the existing 31 customers taking up the scheme, using the average charge then income per annum increases from £5,208 to £6,510.

Whilst in the context of the highways budget overall these amounts are relatively small they do contribute to the administrative costs at a time when capacity amongst staff to undertake further works is at a premium.

6. FUTURE GENERATIONS and EQUALITY ASSESSMENT

As provided to Cabinet in July 2016. Link provided below:

<https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?CId=144&Mid=947&Ver=4>

7. CONSULTEES:

Strong Communities Select Committee
(Feedback from the Strong Communities Select Committee is provided in paragraphs 3.3 and 3.4 above).
SLT

8. BACKGROUND PAPERS:

Report and minutes to Strong Communities Select Committee 28th September 2017. Report titled
'Review of Commercial Obstructions in the Highway policy'

9. AUTHORS

Roger Hoggins, Head of Operations

CONTACT DETAILS: rogerhoggins@monmouthshire.gov.uk

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SUBJECT: Re-Use Shop at Llanfoist Household Waste Recycling Centre
MEETING: Cabinet
DATE: January 10th 2018
DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To update Council on progress of the Re-Use shop at Llanfoist Household Waste Recycling Centre (HWRC).

2. RECOMMENDATIONS

- 1.1 Cabinet approve this report and allow Head of Waste and Street Services to progress the Service Level Agreement with Homemakers and Cabinet Member for County Operations.

3. KEY ISSUES

- 3.1 Public satisfaction surveys consistently show that local people support the principle of a re-use shop in Monmouthshire, have suitable items to donate, and would use a shop of this nature. A successful re-use shop will establish the idea that HWRCs are places where re-use and recycling are the primary focus, rather than disposal. Re-use shops can create new

wealth and are a very tangible element of the circular economy. With a collaborative approach, they can be innovative and supporting of a diverse community, providing paid and volunteer career opportunities.

- 3.2 Establishing a re-use shop at Llanfoist has formed part of Waste and Street Services Service Improvement Plan (SIP) for the last 3 years.
- 3.3 Procurement and contract negotiations are underway for the Transfer Stations and HWRCs, so an onsite re-use shop will be an additional and complimentary facility that can be achieved in tandem with the new contract. Llanfoist has been selected as the site most suitable for a 1 year trial re-use shop.
- 3.4 Outline planning advice was sought on the proposed land at the rear of Llanfoist HWRC. Full planning permission is not required, and we are working with Building Control to ensure the development is of an acceptable standard. Procurement of a suitable demountable style building of 10m x 6m was completed in early 2017 as part of a package to procure additional office space.
- 3.5 Our current contract with Homemakers for the delivery of bulky waste services, recycling and reuse is the result of a Service Level Agreement (SLA) partnership approach. This partnership approach with Homemakers is the ideal vehicle for operating a re-use shop at Llanfoist on a trial basis. Homemakers Board is keen to build on and further develop a draft operating model.
- 3.6 The shop will have a sales area, staff toilet, till and computer. It will be staffed with the manager and at least one volunteer. It will be open two mornings per week during the twelve month trial. The restricted operating hours will keep public vehicles and Viridor HGVs separate on the access road.
- 3.7 Viridor staff will work closely with the manager and MCC to divert suitable re-usable items away from the skips at the HWRC. Items for sale will mainly consist of wooden furniture, bric a brac and bikes (sold for spares and repairs). No electrical items or safety items (eg child car seats) will be sold.
- 3.8 Homemakers will operate an 'open book' so that the sales and revenue generated are transparent for all parties to monitor its success and inform the basis of a more permanent future contract after the initial trial period.

4 OPTIONS APPRAISAL

- 4.1** Waste and Street Service Officers visited many Re-use shops and looked at the wide variety of operational delivery models. Whilst there were advantages and disadvantages for all the models there appears to be a growing number of Councils working with third sector community partners and charities in delivering these services. Whilst there are advantages to operating the service in-house in terms of maximising income generation these are far outweighed when compared to the community sector's experience in operating reuse facilities and the ability to secure funding for training and development of volunteer placements.
- 4.2** We investigated the possibility of establishing the Re Use shop at one of our other HWRC sites, but only Five Lanes and Llanfoist have sufficient space to accommodate this type of facility. Five Lanes was discounted due to other works that are programmed at the site in the short term. Should the trial shop at Llanfoist be successful we would look to open a second shop at Five Lanes in the future.
- 4.3** Operating hours are a key component of success. The core focus of the HWRC's must always be a safe and efficient route for residents to dispose of household materials for recycling and treatment and it is important that the shop does not detract or interfere with this objective. We will review the operating model over the trial period and if there is sufficient capacity, customers and it is safe to do so, we can increase the opening hours.

5 EVALUATION CRITERIA

- 5.1** See appendix 1

6 REASONS

- 6.1** Establishing a re-use shop at Llanfoist Household Waste Recycling Centre with our partners Homemakers Community Recycling will demonstrate the Council's deep commitment to the environment and will also show that we have listened to our residents. To produce a Service Level Agreement with Homemakers, initially as a one year trial - evaluated in 2018, will allow an informed profit share contract to be drawn up for the project's future trading.
- 6.2** The public have said consistently over many years that there should be a way of diverting good re-usable items from the general waste skips. In recent surveys they have reiterated and confirmed their support for a HWRC re-use shop.

- 6.3 A successful re-use shop at Llanfoist will cement the concept of HWRCs being places where materials and resources are valued through re-use and recycling. Re-use shops can generate new wealth and are a very tangible element of the circular economy. Collaborative and creative in their approach, re-use shops can also create both paid and volunteer opportunities.
- 6.4 Homemakers and their Board have been consulted on the proposal and are keen to build on and further develop an SLA operating model for the trial year, following Cabinet approval.
- 6.5 The Re-Use shop will extend the educational activities currently on offer to schools and community groups at the One Planet Centre, which is within walking distance of the shop site.
- 6.6 A Report to Strong Communities Committee in November 2017 was well received and suggestions from that committee and Cabinet will be addressed through the initial trial period SLA.

7 RESOURCE IMPLICATIONS

- 7.1 The shop manager post will be underwritten by MCC for the trial period, and they will be employed by Homemakers Community Recycling. This provides a low risk venture for Homemakers. Income from sales will be used to offset MCC costs and all remaining profit will be retained by Homemakers to reinvest in the re-use project. There will be an element of managerial costs for Homemakers that are not built into the model but will be built into the SLA.
- 7.2 The trial in 2018/19 will be monitored closely and will result in a further recommendation to Cabinet for 2019/20 on the way forward. The projected income sharing mechanism in Table 5.1 suggests a 50/50 share after operating costs are deducted.

7.3

2016/17	Expenditure	Projected Income
	Building £20,000	n/a
2017/18	Expenditure	Projected Income

	Groundworks £12,000	n/a
2018/19	Expenditure	Projected Income
	Staff Contribution £8,000 (should be recouped from income)	£20,800 + £3,200 of diverted disposal costs
2019/20	Expenditure	Projected Income
	Increased opening hours if successful.	£40,000 income minus running costs £25,000 Suggested 50/50 profit share MCC & Homemakers giving MCC potential £7,500

- 7.4 Funding for all aspects of the spending on the Re-Use shop to date have been secured from the annual Welsh Government ESD (Environment and Sustainable Development) grant.
- 7.5 It is anticipated that 40 tonnes of re-usable materials will be diverted away from landfill, offering an additional saving in disposal costs of £3,200 in Year 1.

8 FUTURE GENERATIONS and EQUALITY ASSESSMENT:

Well-being and Future Generations Assessment

<p>Name of the Officer Carl Touhig, (Interim) Head of Waste & Street Services</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To develop a Reuse facility at Llanfoist HWRC</p>
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Phone no: 07580362121/ 01633 644135	
E-mail: carltouhig@monmouthshire.gov.uk	
Name of Service Waste & Street Services	Date Future Generations Evaluation October 2018




8.1 Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	A reuse shop provides income and wealth generation as well as employment and training opportunities, voluntary and paid.	Work with third sector and others to maximize volunteer placement opportunities.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Reusing goods and resources, potentially reducing the need for new products. The re-use shop will contribute to the circular economy.	Low impact building with potential for solar panels, minimal groundworks. Newt survey completed. Development of further facilities at Five Lanes if this trial is successful.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales</p> <p>People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Volunteer placements provide valuable opportunities to improve health and well-being. There is a feel good factor when items are saved from the skips and prevented from becoming waste.</p>	<p>Volunteer opportunities will be maximized through Homemakers and community links further developed. Social interaction.</p>
<p>A Wales of cohesive communities</p> <p>Communities are attractive, viable, safe and well connected</p>	<p>Providing low cost goods to families on low incomes. Reusing materials that would otherwise be disposed of. Providing another outlet for used household items.</p>	<p>More potential for positive social interaction. Connecting people from different backgrounds. Attracting community projects and creative types. Working with trading standards to ensure safe sales of goods.</p>
<p>A globally responsible Wales</p> <p>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The proposal is strongly linked to Wales' global goals of becoming a circular economy nation where resources are maximized and our global footprint is reduced.</p>	<p>Leading by example, ensuring our waste is dealt with in accordance with the waste hierarchy: Reduce – Re-use - Recycle</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language</p> <p>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Reuse shops provide a wide range of goods that can be repurposed, and upcycling and shabby chic offer great opportunities to experiment with art and creativity.</p>	<p>Work with local community to promote the facility and maximize creative opportunities.</p> <p>All signs will be bilingual to promote our language and culture.</p>
<p>A more equal Wales</p> <p>People can fulfil their potential no matter what their background or circumstances</p>	<p>Provides wealth and income opportunities for local residents. Returns valuable, worthwhile items back into the community.</p>	<p>This project will be open and accessible to local residents of all backgrounds and can provide volunteer opportunities that will build confidence and skills.</p>

8.2 How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The reuse facility will be a trial project with the long term aim of developing this and another shop at Five Lanes.</p> <p>The smaller HWRC sites at Usk and Mitchel Troy should also be able to contribute their saleable goods to the larger facilities.</p>	<p>Working closely with Viridor and Homemakers to develop a robust business opportunity and viable project.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working closely with third sector partners Homemakers.</p>	<p>The project will be open and collaborative, actively seeking to work with other interested organisations.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Discussions with Viridor and Homemakers to develop this project. Talking and listening to residents, staff, council members and school children.</p>	<p>Establishing this project will be evidence that we as a council, have listened to what residents of all ages and backgrounds have said.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This whole change is about making things better and creating a fairer and more equitable world where resources are maximized and the circular economy is promoted</p>	<p>The re-use shop will make a firm statement that it is not good to be wasteful – that we need to be more prudent with our precious resources.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Reducing waste, providing low cost goods, providing employment opportunities and the generation of wealth from waste. Re-using and repurposing goods saves more energy and resources from being used in the manufacturing and transporting of new goods.</p>	<p>People will be at the heart of this project. The re-use shop will show that MCC has listened to common sense suggestions from residents. This project will be economically viable, realising an otherwise lost resource.</p>

8.3 Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The re-use shop will be accessible to all.	None	
Disability	The re-use shop will be accessible to all.	None	
Gender reassignment	None	None	
Marriage or civil partnership	None	None	
Race	The re-use shop will be accessible to all.	None	
Religion or Belief	The re-use shop will not discriminate on religious grounds	None	
Sex	The re-use shop will not discriminate on gender	None	
Sexual Orientation	None	None	
Welsh Language	All signage will be bilingual Welsh/English	None	

8.4 Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more

information please see the guidance note

<http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and

for more on Monmouthshire’s Corporate Parenting Strategy see

<http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Staff and volunteers will be required to undertake a CRB check as appropriate to the role	None	
Corporate Parenting	The proposals do not affect individuals and thereby do not affect or impact on the Council’s corporate parenting and safeguarding duties.	None	

9. CONSULTEES

Consultation with Viridor, Homemakers, residents and council members.

Review of similar facilities across Wales and the UK.

9 SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Initially the proposal looked to operate the facility in-house but in completing the form and discussing with stakeholders the agreed way forward with the third sector is infinitely more practical and clearly demonstrates the Council's commitment to empowering the third sector to generate wealth and income and support their local communities.

10 Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Develop robust SLA	Winter 2017	WSS and Homemakers	Reported through SIP, Single Member, Stronger Communities Select Committee

11 Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Further review and consultation with Cabinet Member, Viridor and Homemakers
---	---

Appendix 1

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Re-Use Shop at Llanfoist Household Waste Recycling Centre
Date decision was made:	
Report Author:	Carl Touhig

What will happen as a result of this decision being approved by Cabinet or Council?
<p>What is the desired outcome of the decision? What effect will the decision have on the public/officers?</p> <ul style="list-style-type: none"> • Establish the concept of Re Use in Monmouthshire • Establish a Re Use shop at Llanfoist • Increased public satisfaction with County Council services • Additional educational opportunities about circular economy and re-use

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
<p>Think about what you will use to assess whether the decision has had a positive or negative effect: Has there been an increase/decrease in the number of users Has the level of service to the customer changed and how will you know If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)</p> <ul style="list-style-type: none"> • Number of users/customers • Income from sales of re-used items • Result of satisfaction surveys of shop users • Weight of items diverted from waste stream • Volunteer hours completed, and turnover of volunteers

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?								
<p>Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.</p> <table> <tr> <td>Capital cost of establishing the shop</td> <td>£32,000</td> </tr> <tr> <td>Contribution to staff cost</td> <td>£8,000</td> </tr> <tr> <td>Projected disposal cost saving yr 1</td> <td>£3,200</td> </tr> <tr> <td>Projected income yr 1 (2018/19)</td> <td>£20,800</td> </tr> </table>	Capital cost of establishing the shop	£32,000	Contribution to staff cost	£8,000	Projected disposal cost saving yr 1	£3,200	Projected income yr 1 (2018/19)	£20,800
Capital cost of establishing the shop	£32,000							
Contribution to staff cost	£8,000							
Projected disposal cost saving yr 1	£3,200							
Projected income yr 1 (2018/19)	£20,800							



SUBJECT:	MOUNT PLEASANT / ST LAWRENCE S106
MEETING:	CABINET
DATE:	10th January 2018
DIVISION/WARDS AFFECTED:	St Christopher's, St Mary's and Larkfield

1. PURPOSE:

This report seeks approval to distribute Section 106 funding for the development at Mount Pleasant and St Lawrence.

The report details the proposed use of the funding and the background to the funding.

2. RECOMMENDATIONS:

To approve the proposed distribution of the funding to schools.

3. KEY ISSUES:

- 3.1 Following the housing development at Mount Pleasant and St Lawrence, section 106 funding was secured for:

'The Council covenants only to use the Education Contribution towards the provision of additional infant and junior school facilities within a distance of 1500 metres of the site'.

- 3.2 There is no definition of facilities, however subsequent agreements have defined this as:

'...means the Council provision of education facilities, being improvements to existing schools or colleges or as a contribution to the construction costs of any new school or college which covers the catchment area of the Site, and also covers the provision of books and materials in any or all of the schools in the catchment area of the Site or any other educational establishment from time to time for which the Council as educational authority is responsible should the catchment area schools in relation to the Site change'.

- 3.3 A total funding of £16,000 was received and the three schools within the prescribed area are:

- Pembroke Primary School
- The Dell Primary School
- St Mary's RC Primary School.

3.4 The pupils numbers for the schools are (Jan 17):

- Pembroke Primary School - 240
- The Dell Primary School – 420
- St Mary’s RC Primary School – 202.

3.5 While the use of the funding will be a decision for the Governing Body, it must fit in the terms of the agreement. All schools have suggested it will be to increase the ICT resources in their school.

4. OPTIONS APPRAISAL

There were three options considered to distribute funding to the schools.

1. Pupil numbers
2. Pupils numbers from the development that attend each school
3. Equal split – a third each.

The Schools have worked with their governing bodies and have decided their preferred distribution is an equal split and they would each receive £5,333.

The schools felt that they wanted to ensure that the funding was split fairly and after considering the other two methods, they felt that to ensure that all pupils could benefit their preferred method of distribution was an equal split.

5. EVALUATION CRITERIA

This is included in appendix A.

6. REASONS:

As previously stated the funding allocations have been discussed with all three Headteachers, they have agreed collectively that their preferred method of allocation is an equal split and therefore this report is requesting that Cabinet agree this.

7. RESOURCE IMPLICATIONS:

There are no resource allocations as the funding has already been received.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

This is included in appendix 2.

9. CONSULTEES:

SLT

Cabinet

DMT

Headteacher's of the three schools named
Local Ward Members for the three wards.

10. BACKGROUND PAPERS:

Relevant Section 106 agreement.

11. AUTHOR:

Nikki Wellington

12. CONTACT DETAILS:

Tel: 01633 644549

E-mail: nicolawellington@monmouthshire.gov.uk

Title of Report:	MOUNT PLEASANT / ST LAWRENCE S106
Date decision was made:	10 th January 2018
Report Author:	Nikki Wellington

What will happen as a result of this decision being approved by Cabinet or Council?
Section 106 monies distributed in the terms of the agreement and to the benefit of the 3 schools. Schools will be able to purchase resources for the benefit of their pupils.
12 month appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
How the resources have been used to the benefit of the pupils, this will need to come from school data.
12 month appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
The total funding distributed is £16,000.
12 month appraisal

Any other comments



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Nikki Wellington</p> <p>Phone no: 01633 644549 E-mail: nicolawellington@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To distribute S106 funding already received in line with the terms of the agreement.</p>
<p>Name of Service CYP Finance</p>	<p>Date Future Generations Evaluation 13th December 2017</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposal will increase resources within three Monmouthshire Schools.</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	No impact
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact	No impact
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	No impact	No impact
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	No impact
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	No impact
A more equal Wales People can fulfil their potential no matter what their background or circumstances	No impact	No impact

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Allowing the funding to be distributed to the schools which will allow for school to purchase resources tailored to each of their needs.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p><i>Yes the proposal has met the well being objective as the schools purchase resources to support their current and future objecties.</i></p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Disability	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Gender reassignment	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Marriage or civil partnership	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Race	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Religion or Belief	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Sex	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Sexual Orientation	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Welsh Language	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>
Corporate Parenting	<i>No impact</i>	<i>No impact</i>	<i>No impact</i>

5. What evidence and data has informed the development of your proposal?

Section 106 agreement.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The positive impact is that schools will be able to purchase resources to support their needs and improve standards.

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ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Cabinet decision	10 th January 2018	Nikki Wellington	

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on: January 2019

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	10 th January 2018	

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SUBJECT:	MONMOUTHSHIRE DESTINATION MANAGEMENT PLAN 2017-2020
MEETING:	CABINET
DATE:	10 JANUARY 2018
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 This report seeks approval of [Monmouthshire's revised Destination Management Plan \(DMP\)](#) to guide destination management, marketing and development for the period 2017-2020. The purpose of the DMP is to establish a clear framework for public, private and voluntary sector partnership working to address the identified priorities and deliver year round sustainable tourism growth to maximise the economic, social and environmental benefits of tourism across all parts of the county. In so doing it focuses diminishing resources on activities likely to deliver the greatest return on investment. The revised DMP was endorsed by MCC Economy & Development Select Committee at their meeting on 19 October 2019.
- 1.2 The Plan contributes to the Council's third priority to 'promote enterprise and job creation' and enables access to external funding for tourism-related activity over the same period. The Plan replaces the previous DMP which came to an end 31 December 2015.

2. RECOMMENDATIONS:

- 2.1 To approve the revised DMP to guide tourism development, management and marketing over the period 2017-2020 and the proposed partnership arrangements to deliver the Plan and monitor progress.

3. KEY ISSUES:

- 3.1 Tourism is vital to Monmouthshire's economy generating income to support a wide range of businesses that directly or indirectly benefit from visitor spending or that supply or service the county's tourism industry, including the retail and catering sectors and food and drink producers. According to STEAM 2016, tourism generated £190m for Monmouthshire in 2016, a 0.5% increase on 2015. Tourism also provides opportunities for enterprise and employment, and is a significant employer in the county. 2,895 FTEs were supported by tourism in 2016, (an increase of 5.5% from 2015) accounting for approximately 10% of the workforce. Each visitor day brings an average of £63.03 to the local economy, ranging from £31.59 for day visitors to £162.06 for visitors staying in serviced accommodation. Each staying visitor generates an average income for Monmouthshire of £277.63 per visit.

- 3.2 Tourism is cited as one of four foundation sectors identified in Welsh Government's new Economic Development Action Plan (alongside food, retail and care) launched on 12 December 2017.
- 3.3 The review of the previous DMP included:
- A review of Monmouthshire's tourism performance over the last plan period
 - Identification of the best opportunities for growth for next plan (marketing and development)
 - Extensive consultation with destination stakeholders / partners on proposed revisions and existing partnership arrangements
- 3.4 The impact and potential of Cardiff Capital Region's City Deal has been acknowledged in the review to ensure that the area contributes fully to regional growth. It is also essential that Monmouthshire's activity is complementary to that of Visit Wales, assisting in achieving Wales' overall growth target (value of tourism) of 10% or more by 2020.
- 3.5 Tourism performance over the life of the previous DMP was very encouraging with 10% real growth in terms of economic impact, 8.7% growth in visitor numbers and 1.5% growth in FTE jobs.
- 3.6 The revised DMP has been developed in consultation with stakeholders and is based on a review of development and marketing priorities to ensure they are fit for purpose and reflect the needs of Monmouthshire's businesses and communities, identifying the optimal areas on which to focus activity over the next three years. The revised draft DMP has undergone further consultation, and has been updated to reflect stakeholder feedback. Stakeholder feedback has informed not only the suggested way forward but also the way that existing partnership arrangements could be refreshed in order to best serve tourism implementation activity up to 2020. The stakeholder consultation included face to face and telephone interviews with key partners and stakeholders and an online survey which was completed by 108 businesses / organisations involved in Monmouthshire's visitor economy. An infographic summary of stakeholder feedback can be downloaded [here](#).
- 3.7 The revised DMP aims to grow tourism revenue in the county by 10% in real terms value (from 2015 base) across the year, across all parts of the County, based on high quality visitor experiences. This is supported by the following objectives:
- Consolidating Food Capital of Wales status for Monmouthshire
 - Consolidating and making further progress on the Walking Product Development Plan
 - Maximising the tourism benefits of the cultural offer as well as countryside and heritage
 - Establishing the County's cycling credentials on a sustainable base of events, routes, amenities and cycle friendly communities and accommodation
 - Encouraging investment in the serviced accommodation sector (especially following development of the International Convention Centre)

- Developing seasonal programmes of events which support the County's key product offers – Food, Heritage, Arts + Culture, Walking and Cycling
- Continuing to support vibrant, attractive, welcoming and distinctive towns and villages
- Establishing Monmouthshire's position as Wales' 'first' county through an iconic intervention at the entrance to Wales
- 'Resetting' partnership arrangements with 'neighbours' and between stakeholders within the county
- Ensuring that Monmouthshire's on and off-line content is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - 'Monmouthshire' = high quality

Key challenges to Tourism Growth

- 3.8 Although showing healthy growth overall year on year, the vast majority of the area's 2.28m visitors visit Monmouthshire for the day, whereas the most significant benefits of tourism are generated by staying visitors. According to [Monmouthshire's 2016 STEAM Report](#), the 21% of the county's visitors who stayed overnight in 2016 generated 70% (£133m) of the total tourism spend (£190m). The most valuable bedspaces are within the serviced sector, with each bedspace estimated to be worth £25,449.84 pa (according to the same report).
- 3.9 Monmouthshire's accommodation profile is skewed in favour of non-serviced accommodation which is performing less well than serviced accommodation in terms of occupancy and is less resilient (especially caravan and camping) in times of inclement weather.
- 3.10 The partnership arrangements proposed in the previous plan have not worked as intended and there is a need to refresh these as future support for tourism from Visit Wales is predicated on robust Destination Partnership arrangements involving public, private and community interests.
- 3.11 Uncertainty over Brexit.

4. OPTIONS APPRAISAL

- 4.1 The revised DMP is based on extensive consultation with stakeholders, including consultation on a revised draft DMP with feedback incorporated in the final version. The alternative to the revised DMP is no DMP. This would leave the county without a strategic plan in place to guide tourism development, management and marketing, and without a destination partnership established to oversee delivery of the plan. This would in turn leave the county without access to external funding to deliver tourism-related activity.

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included at Appendix A for future evaluation of whether the decision has been successfully implemented. The decision will come back to this committee in 2 years for review.

6. REASONS:

- 6.1 A revised DMP is needed to guide tourism development, management and marketing of Monmouthshire for the period 2017-2020. The revised DMP has been consulted on extensively to ensure it meets the existing and future needs of Monmouthshire businesses and communities and focuses diminishing resources on optimal areas of activity.
- 6.2 A new Destination Partnership needs to be established to deliver the plan and monitor progress in order to access external funding for tourism-related activity.

7. RESOURCE IMPLICATIONS:

- 7.1 The revised DMP is based on existing resources and access to external funding to deliver identified priorities.
- 7.2 The proposed partnership will deliver efficiencies in terms of:
- Shared risk and reward
 - Economies of scale and better value for resources expended
 - The whole is often more than the sum of the parts
 - Elimination of duplication
 - A wider range of resources, talents and energies to call on

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

- 8.1 If the Destination Management Plan is approved it will have positive effects on all well-being goals, particularly in terms of delivery of the well-being goal for resilience, and will meet all of the sustainable development principles. Monitoring will be via the proposed Monmouthshire Tourism Action Group.
- 8.2 A Future Generations Evaluation is attached. This includes Equalities and Sustainability Impact Assessments (attached as Appendix 2).

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

Complete

The actual impacts from this report's recommendations will be reviewed in 2 years and the criteria for monitoring and review will include:

Complete

9. CONSULTEES:

Cabinet
SLT

The DMP was presented to Economy & Development Select Committee on 19 October 2017 and the committee's conclusions are as below.

Committee's Conclusion

- Tourism within Monmouthshire is on the right path. However, there are some areas that require further work. Some uncertainties beyond the County exist, such as Brexit and a potential tourism tax.
- A better connection is required between some of the Authority's objectives, aspirations and delivery.
- There needs to be a strong professional basis in terms of delivery.
- Tourist Information Centres and the Alternative Delivery Model were discussed.
- Internal synergies were discussed in terms of departments working collaboratively and setting priorities.

We resolved to endorse Monmouthshire's Destination Management Plan 2017-2020 prior to its consideration by Cabinet.

10. BACKGROUND PAPERS:

[Monmouthshire Destination Management Plan 2017-2020](#)

11. AUTHOR:

Nicola Edwards
Food & Tourism Strategic Manager

12. CONTACT DETAILS:

Tel: 01633 644847

E-mail: nicolaedwards@monmouthshire.gov.uk

Appendix A Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Revised Destination Management Plan 2017-2020
Date decision was made:	10 January 2018
Report Author:	Nicola Edwards

What will happen as a result of this decision being approved by Cabinet or Council?
<p>What is the desired outcome of the decision? What effect will the decision have on the public/officers?</p> <p>Continued tourism growth in terms of economic impact, visitor numbers and FTEs Effective destination partnership established with regular meetings of engaged partners / stakeholders Effective destination management of county with continued high levels of visitor satisfaction recorded Continual improvement in performance of destination marketing channels / activities External funding secured to deliver identified priorities</p> <p>2 year appraisal (STEAM results are not available until 6 months into the following year)</p>

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
<p>Think about what you will use to assess whether the decision has had a positive or negative effect: Has there been an increase/decrease in the number of users Has the level of service to the customer changed and how will you know If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)</p> <p>Ongoing monitoring of KPIs as above</p> <p>2 year appraisal</p> <p>.</p>

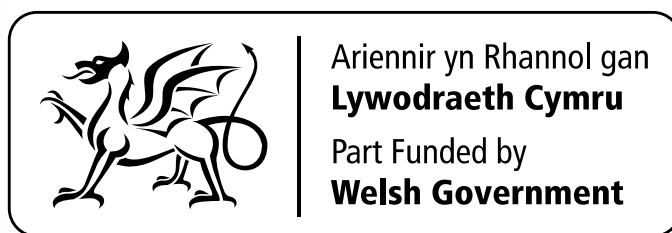
What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
<p>Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.</p> <p>There are no additional costs associated with the project. It will be delivered within existing core tourism budget and resources and will enable access to external funding to deliver identified tourism priorities.</p> <p>2 year appraisal</p>

Any other comments

Monmouthshire

Destination Management Plan

2017-2020



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Foreword

Welcome to Monmouthshire

Wales' first county - at least for most visitors to our country - and a chance to make a great first impression

Defined by water - the Usk, Monnow, Wye, Severn and 'Mon and Brec' Canal shape our county and connect us with our neighbours

Our inspirational landscapes, border-country heritage, intriguing creativity and above all tasty local produce give the county its very special character

Our name might not always be familiar but our shared destination brands certainly are: Brecon Beacons and Wye Valley

This plan is about defining what we want from tourism, renewing the way we work together, converting our assets into memorable visitor experiences, and making sure visitors know about them

Above all we want 'Monmouthshire' to be a mark of genuine and trusted tourism quality

Welcome to Monmouthshire.....

Executive Summary

This plan builds on the previous destination plan for the county which ran from 2013-2016.

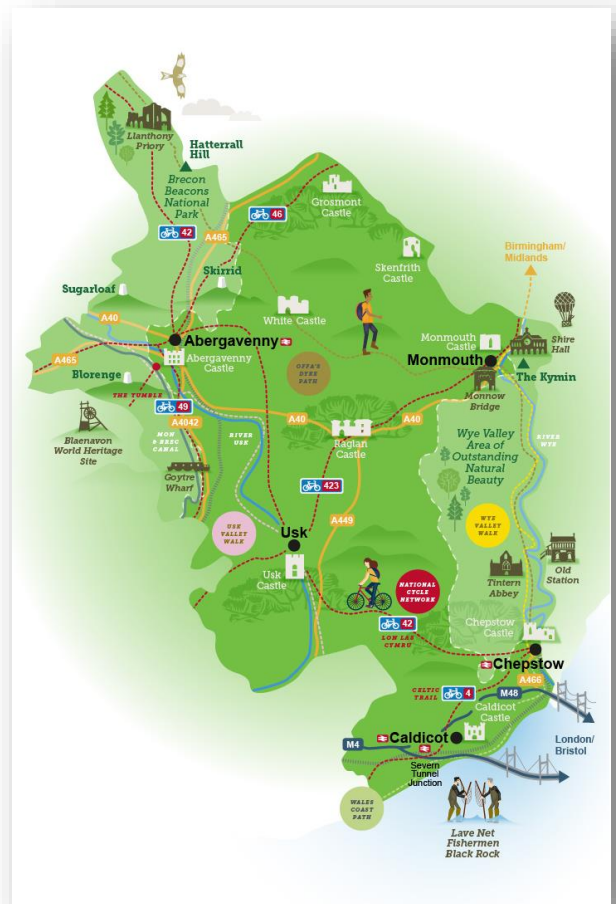
Strategic Context

The Wales Tourism Strategy ‘Partnership for Growth’ sets a target of 10% real terms increase in revenue from 2013 to 2020. In its own Tourism Framework the region increased that target to 15%. To help focus the development of visitor experiences the ‘Year of Adventure’ in 2016 has been followed by ‘Legends’ in 2017 with ‘The Sea’ and ‘Discovery’ to follow. The new Wales Brand ‘This is Wales’ sets 5 tests for tourism projects:

- ✓ Surprise and Inspire
- ✓ Change Perceptions
- ✓ Elevate Our Status
- ✓ Do Good Things
- ✓ Be Unmistakably Wales

Achievements

Ambitious targets were set in the previous plan but based on historic prices; progress against those specific targets is as follows



STEAM ¹	Target 2015	Actual 2015	Growth since 2012
Visitors	2.5m	2.2m	7.1%
Economic Impact	£200m	£187m	18.0%
Employment FTE	4000	2744	1.5%



Where we are now

¹ Scarborough Tourism Economic Activity Monitor (STEAM) is a model used by all Local Authorities in Wales to track the volume and value of tourism.

Accommodation Stock 2017



■ Serviced
 ■ Self catering
 ■ Camping/Glamping/Caravans
 ■ Hostels

Bed Spaces

37%

...of ALL accommodation bed spaces are in the serviced category



Approximately 300 properties feature on Airbnb in Monmouthshire, it is estimated that 90% of these are open 12 months a year



Glamping continues to grow



Of the 0.5 million staying visitors annually, approx 140,000 stay with friends & family

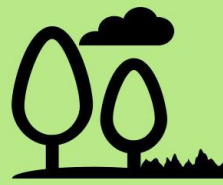
Some of the things that visitors enjoy most



Food and drink



Walking



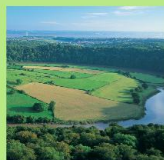
Countryside



Heritage



Events are VERY important and cycling is growing in popularity



In the 2016 visitor survey, 95% of those interviewed said that they would recommend Monmouthshire to friends and relatives

Our Vision - Where we want to be by 2020

Monmouthshire has enhanced its status as the Food Capital of Wales, but now as much for great value everyday eating across the county as Michelin-starred fine dining. Festivals and food trails guide visitors to the best local produce to enjoy here or take home. And that legendary food and drink tastes so much better with a background story...

As a legacy of hosting the Eisteddfod in 2016, the County's reputation for arts, culture and creativity is now growing to match that for stunning landscapes and heritage attractions - after all this historic border country was the birthplace of British tourism and the picturesque movement.

Driven by reputation-building participation and spectator events, Monmouthshire is fast becoming Wales' most welcoming county for road and lane cycling, with the offer developed in the same sustainable and successful way as walking, itself given fresh impetus by connection to the England Coast Path. As the home of the Welsh Grand National, the County is making more of its wider sporting heritage too. A '4 seasons' programme of events is encouraging year round, longer and overnight visits.

Our visitors are also discovering new and surprising corners of the County -like the 'big skies' and intricate landscape of the Living Levels - given confidence to explore by targeted communications, well-informed hosts, timely and relevant information and enthusiastic Ambassadors.

The opening of the Wales International Convention Centre 'next door' at Celtic Manor in 2019 has been the trigger to bring forward long-needed investment in the serviced accommodation base, supported by tourism-friendly planning guidance. Big name 'brands' on major routes are joined by rural boutique hotels delivering a unique 'sense of place'. At last, Wales 'first' County is exploiting its superb communications network with our M4 and M5 corridor markets and proximity to the business centres of Bristol, Cardiff and Newport.

Active in the wider City Region and with a major stake in both the Brecon Beacons and Wye Valley - destinations with international recognition - it is good to see significant improvement in collaboration with 'neighbours' and between public and private sector partners based on a clear understanding of delivery roles, as public funding continues to diminish.

We are not competing with established destination brands but delivering great experiences for them - the 'Monmouthshire' name has now become a stamp of genuine and trusted tourism quality.

Strategic Aims and Objectives

To grow tourism revenue to the county

- **By 10% in real terms value (from 2015 base)**
- **Across the year**
- **Across all parts of the County**
- **Based on high quality visitor experiences**

Supported by the following objectives

- To consolidate **Food Capital of Wales** status for Monmouthshire
- To consolidate and make further progress on the **Walking Product Development Plan**
- To maximise the tourism benefits of the **cultural offer** as well as **countryside and heritage**
- To establish the County's **cycling** credentials on a sustainable base of events, routes, amenities and **cycle friendly communities** and accommodation
- To encourage investment in the serviced **accommodation** sector (especially following development of the International Convention Centre)
- To develop a seasonal programmes of **events** which support the County's key product offers - **Food, Heritage, Arts + Culture, Walking and Cycling**

- To continue support for vibrant, attractive, welcoming and **distinctive towns and villages**
- To establish Monmouthshire's position as our '**first**' county through an iconic intervention at the entrance to Wales
- To 'reset' **partnership** arrangements with 'neighbours' and between stakeholders within the county
- To ensure that **Monmouthshire** on and off-line **content** is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - '**Monmouthshire**' = **high quality**

Action Programmes

Programmes	Action Areas
Headline Programmes	
The Accommodation Offer	Encourage upgraded and increased capacity in line with 2013 Opportunities report and take advantage of WICC development (including wider business tourism)
The Activities Offer	Develop the Monmouthshire Cycling offer using the same successful and logical methodology as for Walking concentrating on a manageable number of viable routes e.g. canal, Living Levels. Consolidate and continue development of the Walking Offer
Wales Food Capital	Broaden impact of Food Capital status by concentrating on the 'everyday' offer to complement the high end product. Encourage VW to consider a Year of Food...
Cultural Product Offer	Building on its rich 'border country' heritage, develop a contemporary creative offer to sit comfortably alongside food and activities e.g. open studios to complement open gardens. Support development of cultural infrastructure

	and venues. Develop a landmark feature at the border to reflect excellence, creativity and innovation
The Monmouthshire Season	Encourage events that create year-round added value, support emerging products and celebrate the County's strengths: Walking, Cycling, Food and Drink, Culture and Heritage especially those of national status. Use events creatively to respond to Wales 'Years of...' initiative e.g. extended River Wye Festival for Year of the Sea
Support Programmes	
A new Partnership	Develop a new delivery model for destination development and marketing in Monmouthshire
Welcoming Places (Towns, villages and countryside)	Encourage each town to play to its distinctive historic and contemporary strengths and therefore enrich the overall visitor experience e.g. <ul style="list-style-type: none"> • Chepstow - Walking and Sporting Hub • Monmouth - Local 'Legends' • Abergavenny - Food and Drink • Caldicot - Capital of the Levels • Usk - Town of Flowers
Welcoming People	Signpost business skills provision and maintain the Ambassador cohort
Visitor Information	Identify and implement more cost effective and dispersed methods for delivering timely and relevant visitor information building on the expertise and resources of the key TIC hubs
Content creation and distribution	Develop consistent content on Monmouthshire products and make it available through a variety of channels and partner campaigns
Customer Relationships	Customer communications and visitor research

1. Current Climate

1.1. Scene Setter

This plan covers the period 2017 to 2020 and replaces the plan put in place in 2012, while acknowledging that not all actions outlined in that plan have yet been fully delivered.

Activity has involved:

- Reviewing development and marketing priorities to ensure that they are fit for purpose
- Identifying the optimal areas on which to focus activity in the next three years
- Reflecting on the needs of Monmouthshire's businesses and communities

There has been acknowledgement of the impact and potential of Cardiff Capital Region's City Deal in order to ensure that the area contributes fully to regional growth. It is also essential that Monmouthshire's activity is complementary to that of Visit Wales, assisting in achieving Wales' overall growth target (value of tourism) of 10% or more by 2020.

An invaluable aspect of the work (in terms of the plan's ultimate success and longevity) has been consultation with the destination stakeholders and partners. This has informed not only the suggested way forward but also the way that existing partnership arrangements could be refreshed in order to best serve tourism implementation activity up to 2020.

1.2. Strategic Context

The context for tourism development and marketing in Wales is set by the national tourism strategy Partnership for Growth 2013-2020. After a mid-term review in 2016

it sets the following priorities (items particularly relevant to Monmouthshire are in bold):

Promoting the Brand

- **Building Wales' profile**; rolling out the series of Themed Marketing Years with Year of Adventure in 2016, **Year of Legends in 2017 and Year of Sea in 2018**, underpinned by **new product experiences and events**.
- Evolving the **product led approach**; promoting relevant holiday types, **iconic products and distinctive** destination brands and **experiences** to meet market needs.
- **Attracting high-growth markets**; continuing to prioritise the domestic holiday market, taking a tightly targeted approach in our priority international markets of Ireland, Germany and US and focussing on partner-led and tactical opportunities in wider international markets.
- Refocussing marketing activity; delivering an appropriate balance of marketing activities between and within each target market based around market growth potential, resource availability and **opportunities to collaborate with partners**.
- Targeting new high yield markets; securing additional resources to target the **Business Events market**, supporting Cruise Wales and supporting golf marketing, with a view to greater private sector engagement after the Seniors Open in 2017.
- **Becoming digital-first**; developing an integrated digital gateway for Wales, improving www.visitwales.com and Visit Wales international web sites, developing the content ecosystem for Wales and growing social media communities.
- Driving spend and profitability; Visit Wales will continue to focus on increasing overall demand and interest in visiting by using digital and trade channels to filter interest into leads for the industry.

Product Development and Major Events

- Flagship attractions; particularly those providing distinctive and unique **experiences that can attract new demand and all weather, year round visits**.
- Quality accommodation; particularly high quality branded hotels and upgrades to **quality accommodation that meet changing market demands**.

- Business and Events; products to cater for **Business and Events** markets capitalising on proposed **Wales International Convention Centre**.
- Cruise; Develop modern cruise infrastructure at key ports.
- Development of **Heritage and Cultural experiences**; investment in the visitor experience and **accommodation provision at landmark heritage sites**.
- Food and Drink; strengthen Wales' growing reputation as a **food destination** including progressing priorities set out in the Food Tourism Action Plan.
- Utilisation of emerging technology; industry to harness **new technology to create exciting, transformative visitor experiences**.
- Attracting new **high profile events** and developing existing events; drawing high spending visits from outside Wales.
- **Supporting the Thematic Years with anchor events**.
- Maximising branding opportunities at events.

People Development

- Continue to **influence training and apprenticeships** schemes to remain in step with changing industry and customer needs.
- Drive business use of the Welsh Government Skills Gateway Business Online Support Service.
- Support destinations to achieve **World Host Destination status**.
- Introduce a National Tourism Award for excellence in customer service in 2017/18.
- Investigate development of a customer service element in the Welsh Baccalaureate.
- Progress the Learning Journeys project to develop best practise across the industry.
- Support initiatives aimed at changing perceptions of careers in tourism.
- Increase **provision of guides and local ambassadors with suitable language skills**.
- Work with the industry to consider opportunities for a **new hospitality school** in Wales.

Place Building and Partnerships

- **Refocus support for the Destination Partnerships** to drive forward key actions in line with their plans and wider strategic priorities.
- Identify **destinations with market strength to be promoted as lead sub-national destination place brands.**
- Review the role and **support for Tourism Associations.**
- Deliver the EU funded strategic tourism infrastructure investments at the eleven specified destinations across Wales.
- **Strengthen the links between the Regional Fora, Destination Management Partnerships, local tourist associations and Sector Representative Industry Bodies.**
- Ensure that **tourism is prioritised in the plans of the Regional Economic bodies.**
- Promote the new online support for the industry and **develop a sustainable approach and distinctive sense of place.**
- **Provide better evidence to key decision makers** at a local level to ensure budgets are protected to reflect the impacts of the visitor economy.
- Ensure that **tourism needs are considered in relevant transport infrastructure** developments including better connectivity via the main air and sea ports of entry, improvements to the M4, rail electrification and franchise agreements.
- **Work with transport operators** and carriers on route promotion to visitors.

1.3. Achievements

The previous highly ambitious Destination Plan formally ran from 2012 to 2015 with the following developmental objectives:

1. To achieve a more strategically driven and co-ordinated approach to developing the visitor product of Monmouthshire
2. To focus firmly on priorities in order to make the best use of available resources
3. To engage tourism businesses and stakeholder organisations in productive partnership working that is relevant to their interests and makes the best use of available budgets and manpower resources
4. To develop year-round visitor demand
5. To increase visitor satisfaction with the Monmouthshire visitor experience
6. To drive up tourism business performance in the county
7. To responsibly grow the economic, environmental and social contribution of the visitor economy of Monmouthshire
8. To contribute significantly to the development of the regional and national visitor economy in Wales²



Actions were based on 7 programmes:

1. Tourist Accommodation Development
2. Town & Village Visitor Experience Development Plans
3. Walking Product Development
4. Food Tourism Product Development

² Partnership for Growth, the national tourism strategy, sets a target of 10% real terms growth for the period 2013 - 2020

5. Festivals Development
6. Visitor Information
7. Tourism Skills & Business Support

Monmouthshire's tourism performance over the previous plan's life (between 2012 and 2015) has been very encouraging - (10% real terms growth in terms of economic impact, 8.7% growth in visitor numbers and 1.5% growth in FTE jobs) with exceptional growth (6.6%) seen between 2014 and 2015 which was above the national (5%) and regional average (6%). A summary of STEAM results based on both historic and index-linked prices can be found at Appendix 1.

Ambitious targets were set in the previous plan but based on historic prices; progress against those specific targets is as follows

STEAM ³	Target 2015	Actual 2015	Growth since 2012
Visitors	2.5m	2.2m	7.1%
Economic Impact	£200m	£187m	18.0%
Employment FTE	4000	2744	1.5%

To drive these numbers, there was significant progress on delivery of the Plan's developmental priorities, whether in terms of the experience visitors find on the ground in villages, towns and attractions, the focus on walking, the consolidation of the County as Wales' Food Capital, the programme of events or the quality of the product database which drives marketing and communications. Impacts on the overall tourism asset base are explored later in this report (Section 3).

Monmouthshire still faces challenges however, not least in seeking to reverse the previous decline in serviced accommodation stock (although showing an encouraging

³ Scarborough Tourism Economic Activity Monitor (STEAM) is a model used by all Local Authorities in Wales to track the volume and value of tourism.

direction at this time) the provision of visitor information and services and the way it can most successfully market the County in closer partnership with the industry and its neighbours.

The previous Plan relied heavily on the public sector providing a lead role in each of the programme areas but progress was inevitably compromised by a rapidly changing operating and political environment and the impact of falling public sector funds and resources.



Consumer Marketing

The previous Destination Plan specifically excluded consumer-marketing actions. These were outlined in a separate plan and were predicated on agreements that Monmouthshire products and content developed through the Destination Plan would be carried by the consumer-facing brand campaigns for Wye Valley & Forest of Dean and Brecon Beacons, via protocols between Monmouthshire County Council (MCC) and Wye Valley and Forest of Dean Tourism Association (WVFDTA), and the Brecon Beacons Sustainable Destination Partnership (via Brecon Beacons National Park Authority).

In the event, it proved impractical to implement these proposals fully, as originally devised, to guarantee full marketing distribution of Monmouthshire product, and MCC felt obliged to invest resources in developing the www.visitmonmouthshire.com website with experiential thematic content, and building and communicating with a consumer database as well as acting as data champion for tourism supply-side product information within the Visit Wales Guestlink protocol.

This latter kind of work is unglamorous, largely unnoticed and **absolutely necessary**.

N.B. This revised plan does contain recommended marketing actions

1.4. Working Arrangements

Destination Partnerships

Currently there is no Destination Partnership for Monmouthshire, at least as envisaged in the previous Destination Plan. As identified above the intention was that the County would ideally also work through and actively participate in the ‘neighbouring’ partnerships serving Brecon Beacons and Wye Valley and Forest of Dean, with industry representation led by Brecon Beacons Tourism in the north/west and WVFDTA in the south/east respectively. In hindsight the unintended consequence of this recommendation, which was primarily linked to pragmatic marketing actions only, has been to fragment working relationships.

Political and organisational complexity is built in to both destinations as they cross Local Authority (LA) and national borders, making partnership working challenging. The Brecon Beacons Destination Partnership, facilitated and supported by Brecon Beacons National Park Authority (BBNPA), is currently reviewing its Tourism Strategy and Destination Action Plan. A revised Wye Valley and Forest of Dean Destination Plan is also in development.

Wye Valley and Forest of Dean Tourism Association (WVFDTA)
www.wyedeantourism.co.uk

WVFDTA has around 80 (out of its 300) members in Monmouthshire and is a company limited by guarantee. (A generalisation perhaps but Monmouthshire provides the established accommodation base while the Forest of Dean specialises in attractions and activities). It has a paid staff resource providing strategic leadership, marketing and administration capacity and a voluntary board of directors. It is a key partner in the WVFD Destination and is recognised as a Destination Management Organisation (DMO) by Visit Britain/ Visit England. It currently concentrates on marketing activities but with aspirations to get more involved in destination development activities.

Brecon Beacons Tourism (BBT) www.breconbeaconstourism.org

Brecon Beacons Tourism (BBT) is the key industry partner in the Brecon Beacons Sustainable Destination Partnership. BBT has around 250 members, is joint ‘owner’ of the Brecon Beacons destination website, has a paid executive, and delivers a range of networking, business-to-business and business-to-consumer benefits and activities against an annual business plan.

Abergavenny and District Tourism Association (ADTA)
www.visitabergavenny.co.uk

ADTA has around 100 members but with a higher proportion of retail, food and drink and other ancillary categories. It is affiliated to BBT and many ADTA members have also joined BBT in their own right⁴. As with many other purely voluntary TAs in Wales, ADTA is constrained by capacity issues in terms of time and resources.

Regional Working

MCC represents the County on the 10-authority regional Destination Management Group (DMG) and Destination Implementation Group (LA Tourism Officers), where discussion is currently focused on the strategic tourism opportunities within the Cardiff Capital Region City Deal mechanism. The DMG is currently commissioning a

⁴ Wherever they are located in the county, Monmouthshire businesses often choose to join more than one destination association. As in other parts of Wales there are many however who choose to join none.

Destination Investment Plan to inform City Deal spending plans. Ahead of this plan Monmouthshire's capital investment priorities have been identified as:

- Wales Gateway Feature (on the Living Levels area close to border)
- Walking Product infrastructure and support (completion)
- (Road and Lane) Cycling Product Development
- Serviced Accommodation Development
- Business Tourism Product Development

Monmouthshire participates in the regional Southern Wales Campaign, which covers travel trade and attractions marketing www.southernwales.com .

Visit Wales (www.visitwales.com)

MCC and the industry associations are invited to meetings of the South East Wales Tourism Forum, which is Visit Wales' preferred second-tier mechanism for industry engagement.

Visit Wales is the most significant external public funder of tourism development and marketing for Monmouthshire through:

- Regional Tourism Engagement Fund (revenue: for Destination Partnership activity)
- Tourism Product Innovation Fund (revenue: private sector)
- Tourism Investment Support Scheme (capital: public realm⁵ and private sector strands)

In addition VW has allocated EU capital funds to 11 transformative 'Attractor' projects across Wales, one of which borders Monmouthshire - work on the "Mon and Brec" Canal.

Blaenavon World Heritage Site (www.visitblaenavon.co.uk)

⁵ This strand is derived from Rural Development Programme funding. The rural wards of the county also have access to Leader funds through the Vale of Usk Local Action Group shared with Newport.

MCC has a place on the Blaenavon World Heritage Site Management Committee. As lead body Torfaen CBC has commissioned a review of the Blaenavon World Heritage Site Management Plan. In terms of access to and enjoyment of the World Heritage Site the Draft Plan identifies that the primary ‘way in’ for visitors should be the walking, cycling and other activity opportunities offered by the landscape with the heritage ‘story’ and sites providing additional visitor value. MCC is specifically identified as having a supporting role in terms of rationalising the network of walking and cycling routes and developing loops and links and promoting the National Cycle Route multi-user trail between Pontypool, Abergavenny and Brynmawr.

Wye Valley AONB (www.wyevalleyaonb.org.uk)

The Wye Valley Area of Outstanding Beauty (AONB) covers parts of Monmouthshire, Herefordshire and the Forest of Dean.

The Wye Valley AONB Joint Advisory Committee has a place allocated for a tourism industry representative and WVFDTA have been invited to fill that position. MCC leads the officer technical group. The AONB Management Plan is supportive of sustainable tourism and has led significant Destination Development activities in the past (e.g. Wye River Festival, Overlooking the Wye Landscape Partnership Scheme). Usefully the AONB straddles 3 county and 2 national borders, lying at the heart of the wider Wye Valley/ Forest of Dean destination, but capacity issues have prevented it getting more involved in tourism Destination Management more directly.

Living Levels

MCC is a leading partner in the Living Levels project, which covers the coastal lowlands south of the M4 from the River Wye to the River Rhymney, currently the subject of a substantial Landscape Partnership Scheme bid. This will deliver landscape, interpretation and access improvements to a less visited part of the County, including the M4/ M48 corridor ‘gateway’ to Wales.

Vale of Usk Local Action Group

Facilitated by MCC, the LAG is delivering the LEADER programme in rural wards of Monmouthshire and Newport, based on a Local Development Strategy. There is

tourism industry representation on the LAG. Tourism initiatives can be supported through Theme 1 of the LDS 'Adding Value to Cultural and Natural Heritage' but only feasibility work and pilot projects are eligible. A useful by-product of the LAG is closer cross-border cooperation with Newport.

Monmouthshire County Council

MCC itself has lost DM-focused resources over the period of the last Destination Plan. Aside from operational TIC staff only 2 staff members cover the function currently, and even then not exclusively.

Unlike many LAs in Wales MCC still directly operates a Tourism Information Centre in Chepstow and supports (along with BBNPA, Abergavenny Town Council, St Mary's Priory Development Trust and local volunteers) the Abergavenny TIC and other Tourist Information Points across the County e.g. Shire Hall, Monmouth.

MCC is currently undertaking an extensive and lengthy management review of how leisure, cultural and tourism services will be delivered from 1st April 2018. 2 clear options have emerged:

- An external delivery model eg 'arms-length' Trust
- Internal service transformation

A final decision is not expected until after the County Council elections in May 2017, but may have a significant impact on how this plan is prioritised and delivered, not least the need for a commercial approach to providing Information Centres.

MCC has member representation on both the Brecon Beacons National Park Authority and Wye Valley AONB. MCC also leads the Technical Officers Working Party of the Wye Valley AONB.

2. Where we are

2.1. Demand Factors and Competitive Position

Although showing healthy growth overall year on year, the vast majority of the area's 2 million annual visitors are visiting for the day. STEAM⁶ figures are shown below.

Visitor Type	2012 - Number	2015 - Number	% Change
Staying	0.443 million	0.494 million	+ 11.7
Day	1.573 million	1.696 million	+ 7.8

This is potentially a reflection of ease of access from nearby urban areas in Wales and England and as well as looking for ways to convince visitors to stay overnight, priority should be given to finding ways to maximise secondary spend revenue whilst those day visitors are in the area; highlighting retail and food opportunities as well as consolidating event programming. The 2016 Visitor Survey (⁷Beaufort) corroborates the above STEAM figures recording that

“Visitors to Monmouthshire are more likely to be on a day trip than visitors to Wales as a whole (at 94% compared to 88% across Wales). The proportion of staying visitors to the area is half that of Wales overall (6% compared to 12% overall)”

However, although in the minority in terms of volume of visitors, it is those who do stay that add significantly to spend levels. Of the £187 million income attributable to tourism in 2015, £134 million of that came from staying visitors compared to £53 million derived from day visitors.

NB: It should also be noted that overnight stays are increasing; growth of approximately 12% was recorded in the period 2012-2015

⁶ STEAM Reports 2012 and 2015

⁷ Visitor Survey 2016 Beaufort

In the 2016 survey, the proportion of visitors to Monmouthshire coming from England, Scotland and Northern Ireland was similar to the proportion of visitors who came from parts of Wales (48% and 45% respectively). Monmouthshire's proximity to England explains a slightly higher number of English visitors than the Wales average and although only 7% were of overseas origin this is higher than the average across the whole of Wales (where only 4% of visitors are international). Also higher than the average of across Wales is the proportion of couples visiting the area.

Something that is clear from consultation and survey results (and aligned to the depth of product across the database that Monmouthshire maintains) is the positive way in which many different businesses view themselves as very much part of the local tourism/visitor economy. E.g. retailers gave their views alongside more "direct" tourism operators who ran accommodation and attractions locally.

Additionally, survey results suggest a turnover of operators given the numbers who have been in business for 5 years or less. 16 respondents indicated that they had been involved in the tourism sector for 12 months or less and 28 recorded involvement of between 1 and 5 years.

This is not always the case in other destinations and represents a clear opportunity to further develop a consistent, quality visitor product across the board.

Several principal factors may impact on demand for Monmouthshire as a destination of choice for both day and staying visitors. Some of the following are further discussed in section 4.4. They are shared considerations for all UK destinations and include

Brexit - while there is still uncertainty around the longer term impact of Brexit the vote had an "immediate, positive impact"⁸(Forwardkeys Research) on tourism to the UK in the latter part of 2016 when a drop in the value of sterling saw an increase in bookings from Europe and further afield as well as from value hungry domestic tourists who chose to holiday at home.

Short Breaks - UK holidays are also maintaining a holding pattern of sustained

⁸ Forwardkeys Research 2016

growth in the short break sector. In 2016, for the second consecutive year, the proportion of Britons taking a short-break (i.e. up to three nights) at home increased⁹.

“**Safety first**” would appear to be a major consideration for many. People have chosen to holiday in more traditional destinations and also to seek out UK locations that offer a borderless, hassle free trip¹⁰.

Experience based breaks - recent research¹¹ shows that people want more out of their life and their time away than ever before. They look to make authentic connections on a physical, emotional, spiritual, social and intellectual level. Experiential tourism is able to assist with this and has grown in recent years.

Social media peer-to-peer sharing has helped to fuel the above and acted as a platform for peer recommendations. Holiday choices influenced by trusted friends and family will continue and point to the encouragement of word of mouth through positive reviews and social sharing. As recorded by Nielsen “*92% of consumers trust online content from friends & family above all other forms of brand messaging*”. Perhaps even more significantly, that same research shows that online reviews play such a strong part in the decision making process that “*(consumers)...trust strangers second most - far more than they trust content from brands.*”¹²

Improved connectivity and a rise in mobile phone growth and usage tipped the balance of internet search in November 2016 with more users around the world accessing the internet from mobile devices than from desktop computers for the first time.

Digital media - this plays a central role in the travel planning and booking process.

⁹ BRCD Holiday Trends 2017

¹⁰ BRCD Holiday Trends 2017

¹¹ BRCD Holiday Trends 2017

¹² Nielsen Research 2016

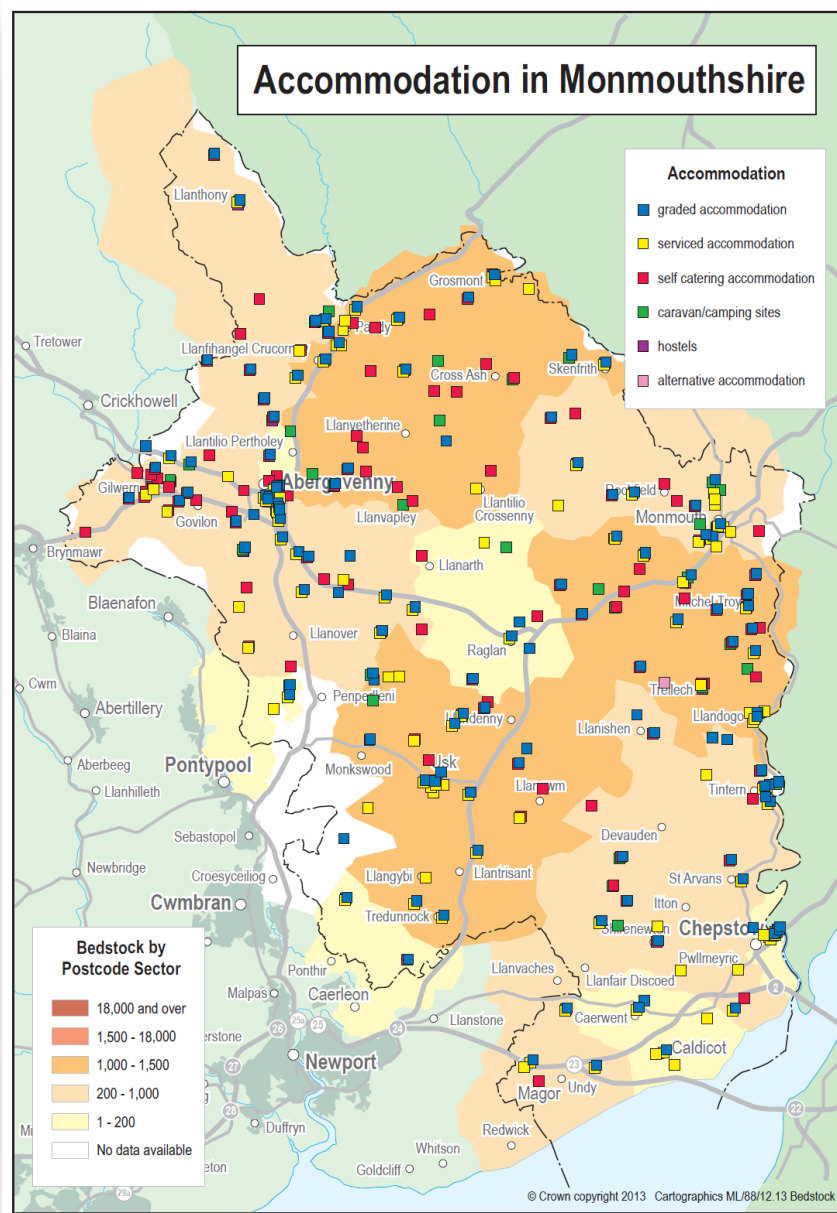
On average, Britons took around 5 1/2 hours to dream, plan and book their main holiday in 2015 using a combination of online resources, 4 in 5 were peer-led (word of mouth, friends' social media or review sites) or expert-led (travel agents) while search engines also played a major role.

“Years of...” theme - in the Wales context there is an opportunity to be grasped for the area maximising opportunities created by Visit Wales' Year of Legends (2017), Year of the Sea” (2018) and Year of Discovery (2019).

2.2. Supply Factors

Accommodation

The map below (based on 2013 statistics) shows that accommodation is well spread across the whole county but with the greatest concentrations centred on Abergavenny/ Black Mountains and the Wye Valley



According to official figures¹³ the accommodation stock within Monmouthshire has seen change in the last five years (2012-2017), predominantly in the non-serviced touring and caravan and camping category, although this is largely a reflection of reclassification rather than overall reduced stock.

Although there have been fluctuations from 2012, in real terms, over the last year (2015-2016) the headline change is 1 additional 50+ room property.

¹³ STEAM and Bed Stock Reports 2016

It should be noted that a reclassification from 4 bedspace family rooms to 2 bedspace twin/double rooms by one 50+ room hotel has reduced the number of serviced bedspaces despite the opening of one additional 50+ room early in 2017.

‘Glamping’ (which includes Yurts, Teepees, Eco Pods, Shepherd’s Huts) did not feature as a category in 2012 but is now a growing category in the area. Previously this fell under ‘Self-Catering’ or ‘Caravan and Camping’ depending on the business type. Narrow boats fall under the non-serviced categorisation.

It should be borne in mind that the figures for bed stock presenting on Airbnb would suggest higher numbers operating ‘under the radar’. Barely featuring at the time of the last strategy (as although founded in 2008 the site was still niche) Airbnb had become a major force in the Online travel Agency (OTA) and social media community and now offers experience booking as well as accommodation reservations.

As at March 2017, the site offers approximately 80 accommodation options in the wider Abergavenny area, 43 in the Wye Valley/Ross on Wye area, 29 around Caldicot, 54 in and around Chepstow, 39 around Usk and 114 in Monmouth.¹⁴

NB: Where identifiable Airbnb properties are included on the county’s product database and are factored into overall bed stock figures. Only those open all year are recorded, i.e. approximately 90% of all existing Airbnb establishments.

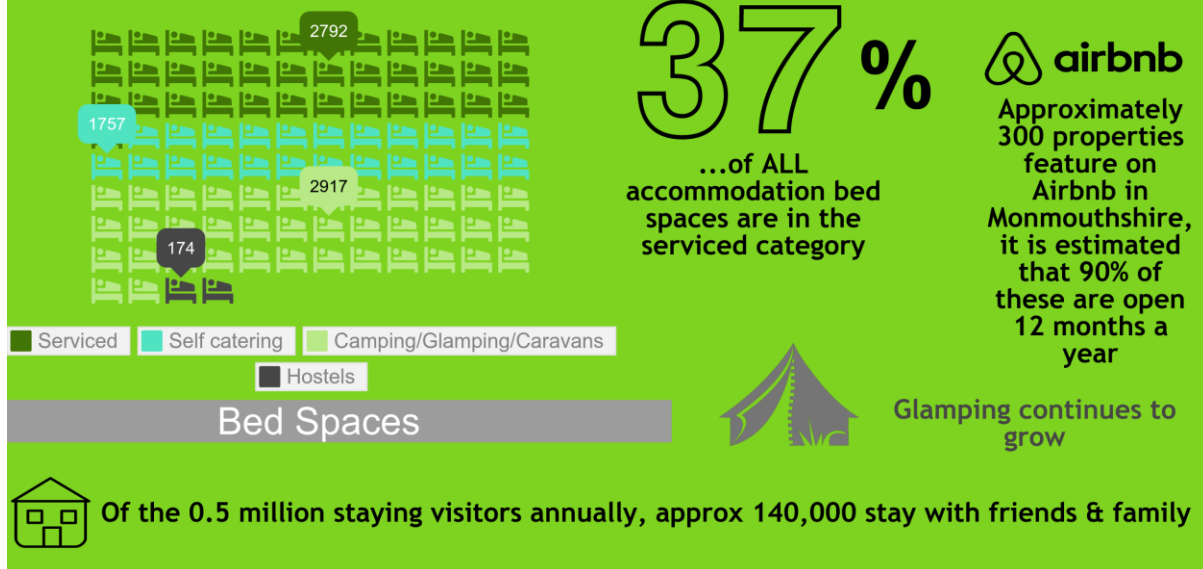
Although there is overlap with some known bed stock, many of these properties are “off the grid” in terms of knowledge and influence of Monmouthshire’s activities (including skill development opportunities).

This is a position shared with virtually every recognised destination in the UK (as well as further afield) and is important to note as the rise in homestay will undoubtedly impact on the overnight stay capacity and pattern with the area, albeit that it will be extremely difficult if not impossible to effectively monitor that impact.

¹⁴ Even if Monmouthshire specific search terms are used Airbnb will, of course, offer results which are based outside the county

Accommodation Category	Businesses 2012	Bed Spaces 2012	Businesses 2017	Bed Spaces 2017	Change
<i>Serviced accommodation</i>					
+50 room hotels	2	790	3	767	+1 Property -23 spaces
11-50 room hotels	24	1171	26	1140	+2 properties - -31 spaces
<11 room hotels/others	106	911	113	885	+7 properties - -26 spaces
Serviced total	132	2872	142	2792	+10 properties -80 bedspaces
<i>Non-serviced accommodation</i>					
Self catering	166	1217	219	1583	+53 properties +366 spaces
Static caravans/ chalets	1	44	3	44	+2 properties +0 spaces
Touring caravans/camping	35	3159	27	2767	-8 properties - -392 spaces
Not-for-hire statics	0	0	0	0	
Glamping			14	106	New stock category
Hostels			4	174	+4 properties +174 spaces
Non-serviced total	202	4420	267	4674	+61 properties +80 bedspaces
Total	334	7292	409	7466	

Accommodation Stock 2017



Other Tourism Assets

Destination partners accomplished much during the life of the previous plan in terms of the wider product offer and destination infrastructure. The headline products such as the **food and drink offer** continued to gain momentum and further advanced the county's reputation (and this is borne out by satisfaction levels and recognition of the sector by both operators and visitors).

In the **heritage** context, Caldicot Castle- a key attraction-laid the foundations for its development into a major events venue in the county and also opened a new catering outlet (tea room) to serve customers while Monnow Bridge and Gate (part of Monmouth's town walls) undertook refurbishment and physical access improvements as well as implementing a volunteer training programme in order to deliver guided walks.

Dark Sky Discovery Site status was awarded to five of Monmouthshire's heritage sites; Abergavenny Castle & Castle Meadows, Black Rock, Caldicot Castle, Goytre Wharf and Skenfrith Castle and this adds significantly to not simply product appeal but also awareness raising of the county in the UK context.

Walking remains a popular (and growing) facet of the county's product offer and with the advent of the Wales Coast Path (WCP) in 2012 loops were developed to Caldicot and Caerwent via the Severn Tunnel Junction and Caldicot train stations with 21 "kissing" (pedestrian) gates installed plus a range of complementary way marker posts to maximise opportunities to exploit the national route.

Notably, enhancement of the Usk Valley Walk enabled better access and links to Abergavenny town centre and transport points via Castle Meadows and three new, interpreted loops - the **Time travelling trails**- were developed from the Wales Coast Path and Offa's Dyke, namely Sudbrook, Shirenewton and Wentwood. The Tunnel Centre (Sudbrook) has provided enhanced interpretation and walking facilities along the WCP while sculptures have added to both the Offa's Dyke National Trail (marking the start and finish) and the WCP (at Chepstow). The former well known Trail has also benefitted from loop development. The Nedern Trail (a short linear way marked walk starting from Caldicot Castle and based on the Nedern brook) has also been enhanced with interpretation panels and benches.

In addition to physical developments two new walking festivals have been established; Chepstow (April) and also MonDean (formerly the Monmouthshire Walking Festival) that takes place in October.

Delivery of a "Walkers are Welcome" capital grant scheme helped ensure that an additional 9 accommodation businesses are now particularly "walker friendly" with facility upgrades such as drying areas. Significantly, Abergavenny, Chepstow, Monmouth and Tintern have all achieved "Walkers are Welcome" *town* accreditation in recognition of their walker friendly welcome /product.

Improved interpretation, signage and access to the county's rivers and waterways has meant that visitors can derive more enjoyment from some of the county's natural assets and these projects include:

- A new visitor centre at Llandegfedd Reservoir and a 10km way marked trail around the reservoir that links to that centre

- River interpretation and fishing information panels on the rivers Monnow and Wye near Monmouth
- “Mon and Brec” Canal interpretation which has seen provision of panels based on Michael Blackmore watercolour paintings and interpretive/canal orientation map benches on the Monmouthshire stretch of canal (supplemented by a new Canal history leaflet)
- The St Teilo’s Church Gavenny riverside project that focused on riverbank protection, footpath extension and interpretation panels
- Tintern Wye riverside resurfacing of a track forming part of the Wye Valley Walk alongside provision of new Wye Valley Walk panels at Tintern and Piercefield
- Provision of train related bespoke cycle racks at The Old Station

The **cycling product** in the county has witnessed a huge boost in popularity via the number of high profile cycling events held in recent years; particularly the British Cycling National Road Championships (2014) and Stage 3 of the Tour of Britain as well as Velothon Wales.

Visitor signage, an essential element of county destination management and an essential aspect of an enjoyable trip, has been consolidated with comprehensive signage schemes in both Monmouth and Usk. (A similar scheme was developed for Abergavenny but unfortunately this could not be implemented due to trunk road complications and costs). These larger initiatives are complemented by area specific enhancements such as:

- **Abergavenny’s** refurbished fingerpost signs, new town maps, visitor information panels at the train station, directional signing to St Mary’s Priory/Tithe Barn/TIC and a welcome sign for St Mary’s Priory, street light banners conveying key tourism messages and The Tumble iconic cycling hill climb signs.

- **Chepstow's** refurbished fingerpost signs, pedestrian signs linking the town centre and the train station
- **Monmouth's** refurbished fingerpost signs, 'Wikipedia town' sign plates, street light banners conveying key destination messages, 'Market Town' interpretation panels and Nelson Garden directional signs
- **Caldicot's** additional brown tourism signs and welcome signs for the Castle, and new town centre noticeboard.
- **Magor's** brown and white signage for 'Historic Magor Square' and Magor Marsh
- **Tintern's** enhancements to two sites within the village including timber fingerpost signs and improved highway signage
- **Caerwent's** new village entry signs

2.3. Consultation and Survey Results

Extensive consultation was undertaken to inform this plan:

- A detailed on-line industry survey with well over 100 responses
- A workshop with senior MCC planning, culture, economic development, place-shaping, countryside and tourism staff
- A presentation and discussion with MCC's Economy Scrutiny Committee
- One-to-one discussions with key industry and public sector stakeholders

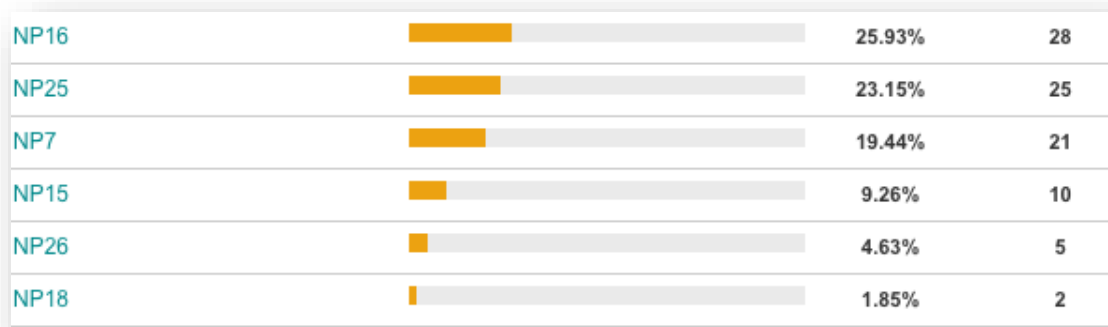
The online survey took place over 3 weeks in November/December 2016. Disseminated via partner database and social media channels, a total of 108 respondents took part. We communicated with a wide cross section of established accommodation providers, attraction operators, activity operators and representative bodies (stakeholders with an interest in the visitor economy).

A copy of the survey form can be found at Appendix 2. A summary of results follows as does a visual (infographic) of key elements (to follow after comments)

Who took part?

The 108 respondents were fairly spread in geographic terms (see figure 1)

Figure 1



43 accommodation establishments took part with eating out, retail, attractions, voluntary and public sector organisations making up the remainder.

The above is indicative of the level to which many different businesses view themselves as very much part of the local tourism/visitor economy and encouraging that they were keen to give their views.

Just over half the respondents had been involved with the tourism sector in Monmouthshire from 5 to over 10 years but it was interesting to see that 16 businesses had been involved for less than 12 months.

(See figure 2 overleaf)

A healthy 59% of stated that they felt “very well” or “quite well” informed about Monmouthshire County council’s current activity to support tourism.

(See figure 3 overleaf).

Figure 2

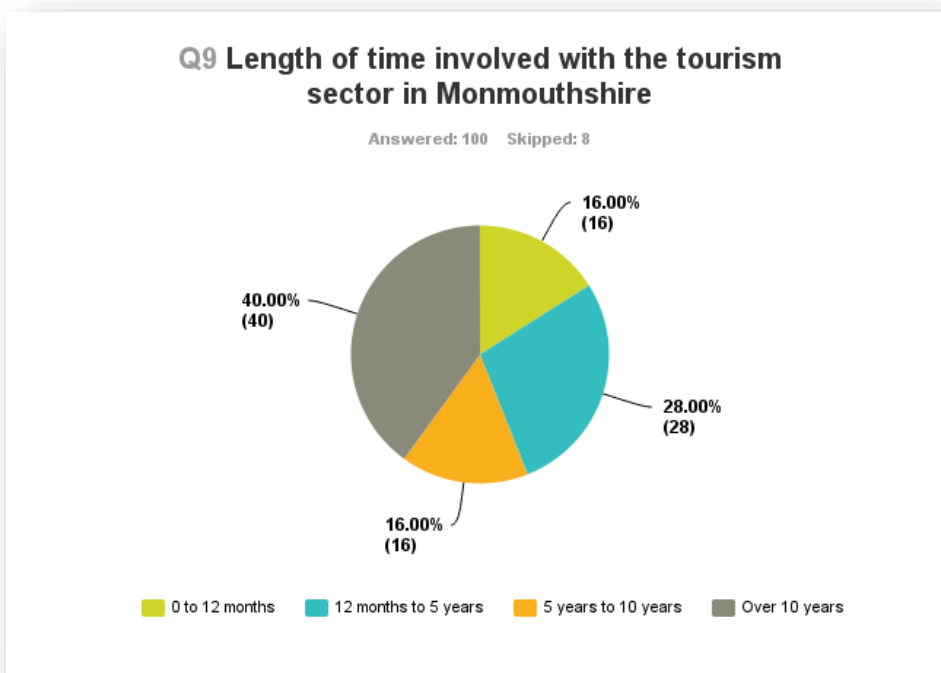
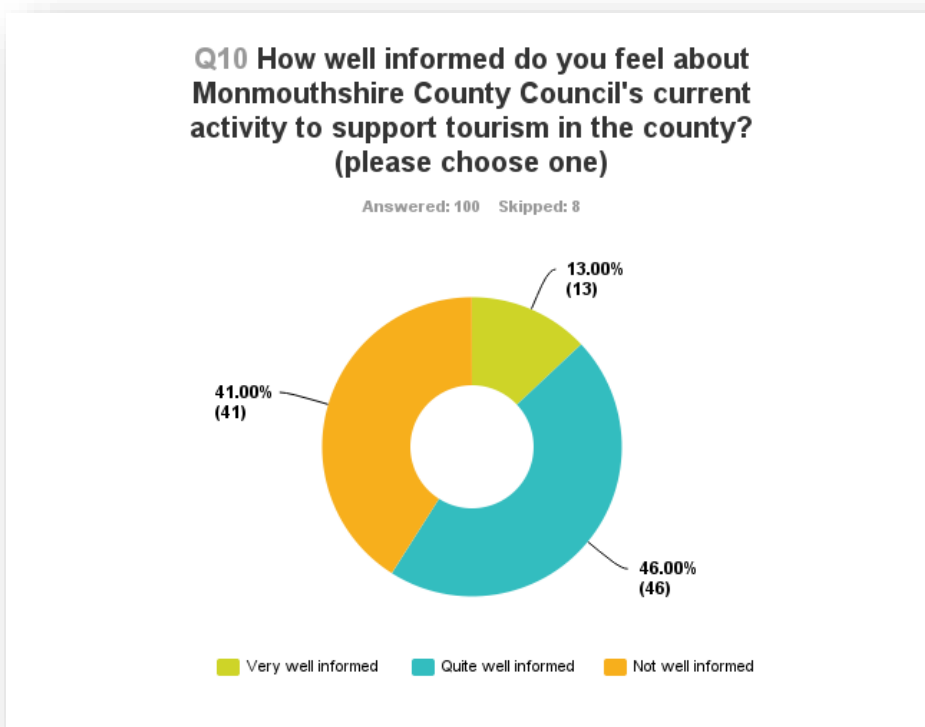


Figure 3



Online Promotion

All operators, accommodation and others, indicated that they relied predominantly on their own website to promote their business, with many also stating that Visit Monmouthshire and Visit Wales were the next most important vehicles (second and third choices ticked respectively).



From the feedback of the 85 stakeholders who responded to this question (i.e. those to whom online promotion is relevant) it was clear that Visit Monmouthshire is an important element of their marketing mix.

(It should also be noted that, when considering avenues other than their own business site, around 25% of all respondents stated “don’t know/can’t evaluate” indicating that there may be latent benefit from several of the channels that is not currently being evaluated via lead tracking).

Across the board, “Own website”, “Word of Mouth”, “Reviews” “Social Media” and “Repeat Business” were cited as important.

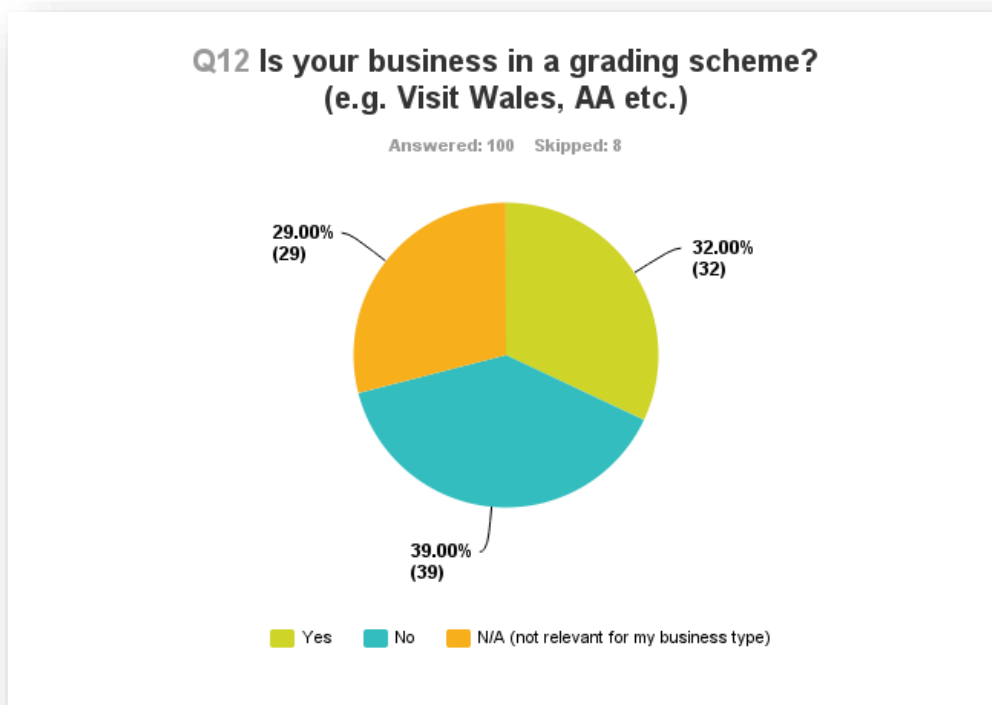
Training, Awards and Grading Schemes

13 businesses have undertaken World Host in the last 2 years (others mentioned that they had undertaken training but over 2 years ago). In all 51 respondents had not undertaken training in the last 2 years and a further 36 stated that they were not aware of the training or its relevance to them.

Approximately 24% of businesses had received awards (of some description) in recent years; from AA Rosettes, Visit Wales and local business awards to Trip Advisor Certificates of Excellence. Only 12 businesses were part of a Green Tourism scheme. Of the 71 businesses eligible for official grading just under half were in a scheme (either VW or AA)

(See figure 4 overleaf)

Figure 4



Satisfaction with levels of business (over the last 2 years)

Interesting results here with the majority “very” (19 businesses) or “quite” (50 businesses) satisfied (see figure 5 overleaf). The level of new entrants to the sector was reflected in some of the comments e.g.

“...available for letting only since April 2016”

“...we are new and need more information”

“...we are still so new and learning to build the business”

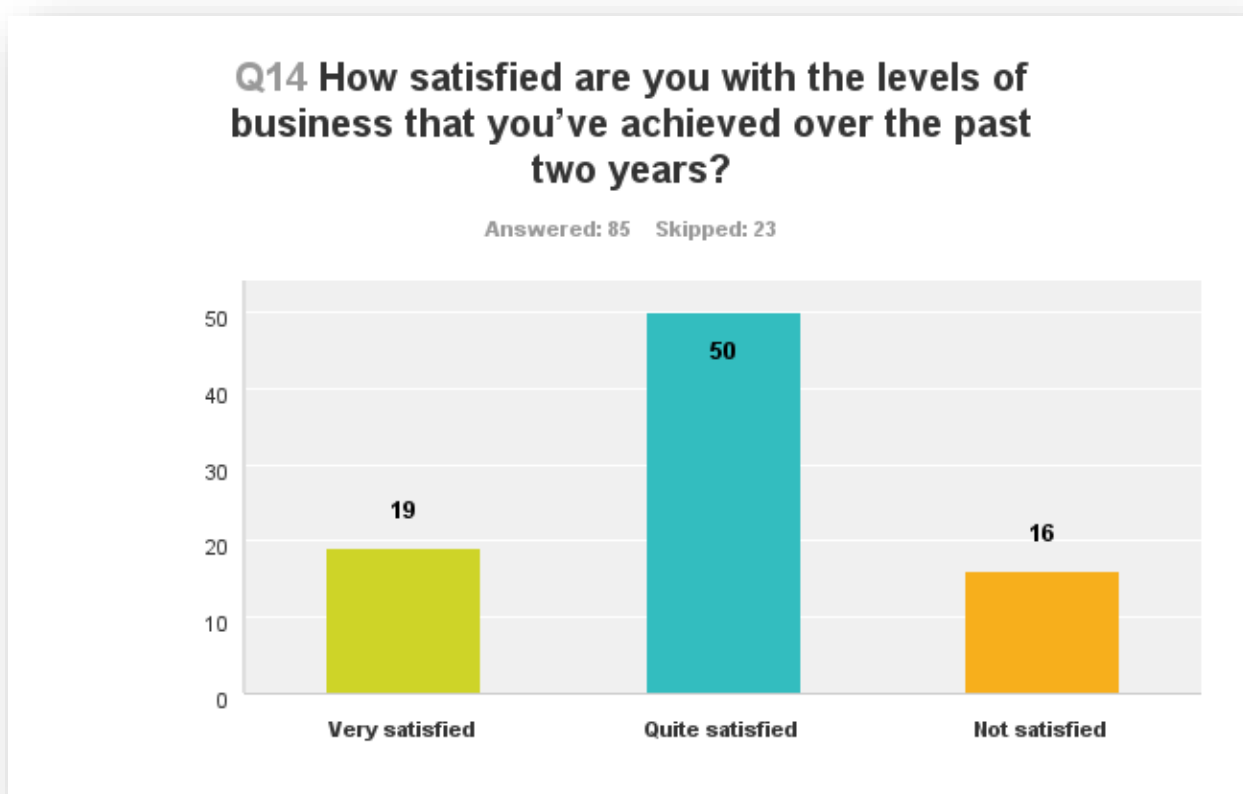
“...took over the business 15 months ago”

Though some mentioned Brexit and harder economic conditions e.g.

“...had excellent 2015 but since Brexit business is 60% of last year”

“...we have kept going throughout recession by keeping overheads down”

Figure 5



NB: Over half of all those who responded stated that weekdays (in general) and the November to March period were the periods when additional business was most required.

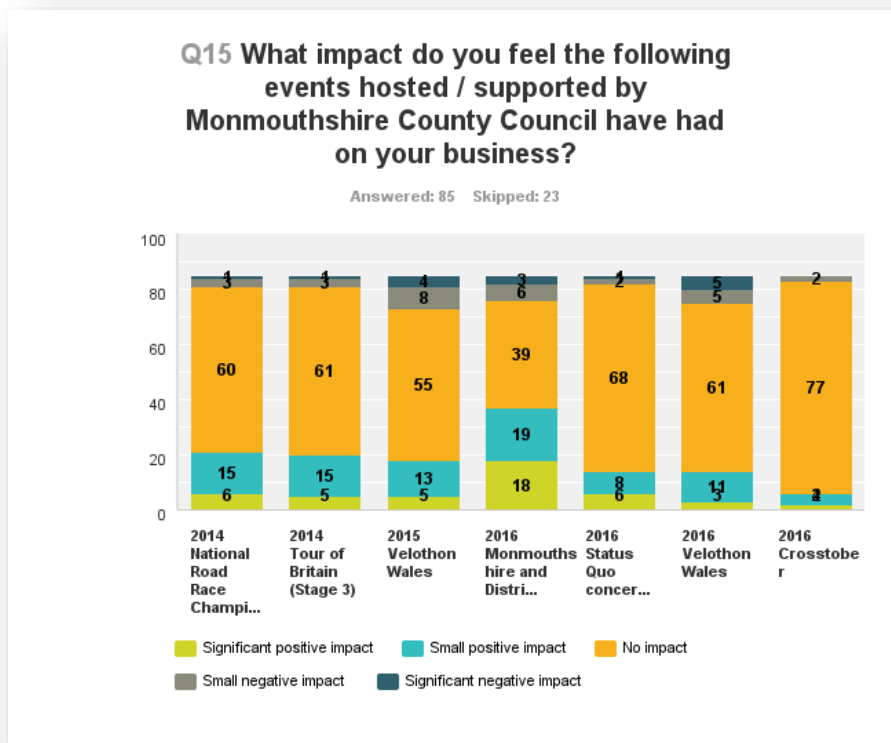
Impact of Major Events (Monmouthshire based)

Unsurprisingly responses on the perceived positive and negative impacts of major events in Monmouthshire varied significantly, with more businesses reporting positive impacts for events taking place over several days (e.g. Eisteddfod).

On balance, more “positive” than “negative” ratings were received for all events other than Velothon Wales (for which the figures for positive and negative impacts were balanced). NB: Care should be taken in interpreting these top line results as individual circumstances obviously apply e.g. accommodation bed spaces may have already been booked by other business/leisure guests, issues regarding road closures for retailers may be expressed as negative impact. In addition, the question did not refer to the impact of major events in adjacent areas that may have helped business

in the county (e.g. Principality Stadium events) nor did it attempt to measure the potential benefit of such major events in terms of the equity they may bring to the profile of the destination.

Figure 6



Promotion (via Visit Monmouthshire’s marketing activity) of key products (particularly activities such as cycling, walking and food and drink) was viewed by the majority as very or quite effective.

Most satisfaction was attached to (in order of scoring) Events, Activities (cycling) walking and food/drink promotion. Cultural Heritage and Arts promotion was also rated reasonably well but there were comments that designated landscapes (e.g. Wye Valley AONB) could be promoted more effectively.

It should be noted that receipt of a published plan of activity and product content (where and when including its reach) was mentioned by several respondents as something that would be beneficial. To raise awareness of the activity undertaken and also in order that businesses could take advantage of it.

NB: 65 respondents took the time to leave additional feedback regarding the above question/section and these are available as a separate document of verbatim comments on request. They include detailed views on subjects such as online promotion versus print, the role of retail, TICs and impact of events.

Feelings with regard to Infrastructure and Services locally

(An additional comments list is available on request)

Several statements attracted high levels of agreement, including

(* % Of respondents agreeing/strongly agreeing)

- *“The destination’s food offer is of a good quality and offers options at all levels “ (90%)*
- *“Tourist Information Centres are an important part of the destination offer and should be prioritised for support” (89%)*
- *“The range and quality of visitor attractions is good” (84%)*
- *“Monmouthshire has a good range of events throughout the year” (81%)*
- *“The destination provides good basic visitor services (e.g. car parking/toilets)” (80%)*
- *“Conservation of the area’s built heritage is undertaken well” (79%)*

Statements regarding the retail offer, signage (both roads and footpaths) and upkeep of towns and villages received between 60 to 68% positive agreement.

Understanding of roles and responsibilities was evenly split (pretty much 50:50) between those who agreed it was clear who did what and those who did not. This scoring was echoed when it came to broadband provision (i.e. an even split of those who found it adequate for their business needs and those who did not)

The statement *“Public transport options are adequate and well promoted”* attracted the greatest dissension (with 66% disagreeing/strongly disagreeing)

General Aspects of being part of the tourism sector in Monmouthshire

In this section we asked for views on statements including

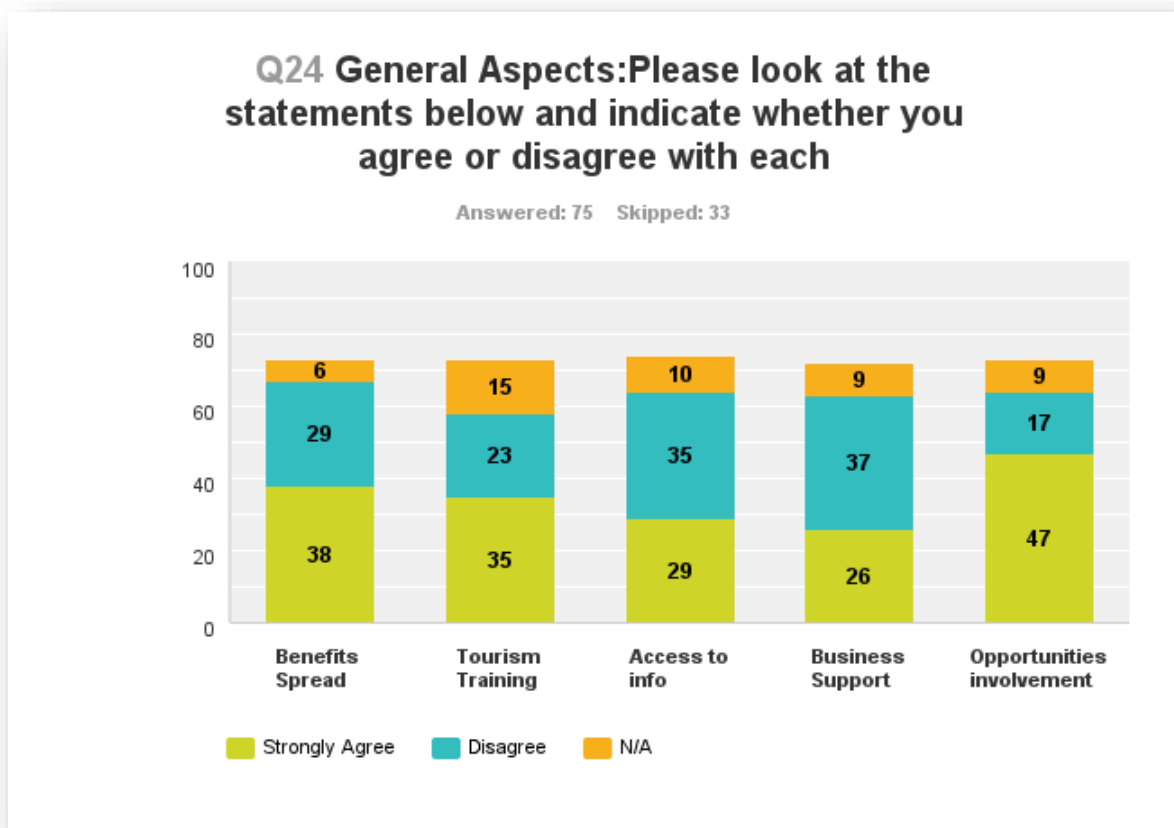
- *The benefits of tourism (e.g. visits and spend) are spread throughout the county*
- *There is good local provision of tourism business skills training*

Monmouthshire Destination Management Plan 2017-2020

- *I have access to the destination intelligence and visitor research needed to develop my business*
- *There is adequate support for businesses in the area*
- *There are opportunities for my business to get involved with tourism activity at a destination level (e.g. tourist associations, business networking and events)*

Results as follows

Figure 7



Open Questions

At the end of the survey several (optional) open questions were posed and respondents were asked to choose “Top 3” Weakest (Figure 8) and Strongest (Figure 9) aspects of tourism in Monmouthshire - summary results follow. NB: Word clouds represent most frequently occurring comments appearing to answers 1, 2 and 3 and are grouped in that order.

Top 3 Weakest Aspects

Q26 Please tell us (as brief bullet points) what you believe are the top 3 strongest aspects of Monmouthshire's current destination offer? (e.g. diversity of product, reputation, etc.)

Answered: 57 Skipped: 51



Figure 9

Comment examples:

“Beauty of landscape”

“Access to road network”

“Reputation as an outstanding landscape with exceptional heritage sites. Tintern Abbey in particular has a global reach - all my visitors (USA, NZ, Germany etc.) know of Tintern Abbey”

“Heritage”

“Food offer”

Biggest obstacles? Views of respondents

The survey closed with the opportunity for respondents to record their views on what they saw as the biggest obstacles to tourism progression in the country.

Approximately 60 took the time to leave comments and these are all recorded in a separate document for individual attention.

Comments regarding fiscal squeeze on the private sector (such as business rate increases) and diminishing public sector budgets (and the impact of that on investment and project implementation) were very evident.

Many also referred to marketing limitations brought about by budget considerations and visitor awareness of what the county has to offer - often combined with a perceived lack of identity particularly in context of strong brands nearby.

There were also concerns with regard to the uncertain economic climate and mentions of how OTAs are forcing accommodation to compete on price.

Although, as one respondent stated

However people are more likely to holiday at home so we could benefit long term. Seeing the opportunities that change offers - one door closes and another opens.”

Key Challenges and Opportunities arising from consultations can be summarised as follows

Challenges	Opportunities
Terms of Engagement for industry	Active and professional base to engage with
Events type and timing	Improving existing venues eg Abergavenny and Caldicot Castles and broadening the base of venues and providers e.g. Chepstow Racecourse
Aspirations and boundaries of DMOs	Share the load of tourism delivery
Product development need - Cycling to follow on from Walking	Proven approach to emulate i.e. Walking - link to England Coast Path
Brand and branding delivery	Find value in each available brand and apply at different levels ie Brecon Beacons, Wye Valley, Cadw, NT, Marriott, Hilton etc. Businesses will help define overall brand

2.4. Dimensional Analysis for Monmouthshire

Available research and extensive consultations with stakeholders lead to the following summary analysis of the current status:

Dimension	Analysis
Political	<ul style="list-style-type: none"> • Welsh Government policy recognises Tourism as one of Wales’ key economic sectors • MCC is well integrated into the Cardiff City Deal process • Growing understanding of the value of tourism to a rural county • There has been stakeholder buy-in to the existing tourism plan and its ‘direction of travel’ especially around the Walking Offer and Food + Drink • Positive and supportive view of tourism by Monmouthshire County Council, Brecon Beacons National Park Authority and Wye Valley AONB as well as neighbouring authorities but... • Tourism is seen as less of a priority for Cardiff Capital Region than other parts of Wales • Stakeholder relationships at a local level have not been entirely smooth • Impacts of Brexit are unclear in terms of perceptions of UK for welcome and employment
Economic	<ul style="list-style-type: none"> • Monmouthshire is strategically located on 2 of the most important transport corridors into Wales providing ready access to UK markets • Positive performance of the destination over the last plan period • Vibrant tourism sector with some evidence of new entrants • Major events of national appeal e.g. Welsh Grand National, Abergavenny Food Festival, Cycle Road Racing • Monmouthshire’s reputation for Food and Drink allows producers to offer premium products rather than commodities

	<ul style="list-style-type: none"> • Wye Valley and Brecon Beacons are 2 of the UK's iconic destination brands but... • Long-term dependence on public funding to support tourism marketing and product development • Public funding at destination level continuing to reduce • Reducing access to remaining EU Funds (RDP) with prospect of no availability after 2020 • Increased dependence on Welsh Government central funds to support day-to-day delivery • Significant 'lag' for private and voluntary sectors in filling funding gaps • Effects of Brexit unclear although fall in value of the pound has had short term positive impact on Overseas and UK visits to Wales • 60/40 split in favour of non-serviced accommodation • Rise in available accommodation (in addition to current known stock) via Airbnb - this has increased capacity although there is uncertainty over total base and levels of quality. While some known accommodation providers use it to supplement marketing reach other properties (previously unknown) have appeared
Social	<ul style="list-style-type: none"> • An aging but still adventurous UK and Northern European population • When asked local residents have positive view of tourism and its benefits • Tourism demonstrably supports higher level of retail, eating out and cultural provision for local population • High levels of expertise through volunteering e.g. Ambassador programme and Abergavenny TIC • Tourism is significant provider of locally based employment but... • Buy-in to tourism by MCC is directly related to the County's interests and identity being promoted

	<ul style="list-style-type: none"> • Still some concerns over value/ prospects of tourism jobs due to perceptions over seasonality, structure of employment and wage rates • Potential difficulties in recruiting to key posts after Brexit • Retirements and lifestyle changes are leading to the largely ‘invisible’ loss of capacity, expertise and ‘sense of place’ • Volunteers still need considerable guidance and management
Technological	<ul style="list-style-type: none"> • Increasing use of digital to research, plan, purchase and review visits, as well as accessing real-time information in destination • Monmouthshire has been a pioneer in facilitating digital access • Rapidly improving technologies for less-polluting forms of personal transport but... • Access to fast mobile/ Wi-Fi/ broadband now seen as a basic service not optional • A large proportion of visitors still prefer and value hard copy information on territory • Platforms such as Airbnb are disrupting traditional mechanisms for product development, distribution and collaborative working • Limited locations within the County for charging electric vehicles
Environmental	<ul style="list-style-type: none"> • National Park, World Heritage Site, Area of Outstanding Natural Beauty and other relevant designations (National Nature Reserve, Marine Protection Area etc.) means that high environmental sustainability standards are a ‘given’ for any public-supported economic activity • Protected Landscape status is a huge advantage in visitor appeal

	<ul style="list-style-type: none"> • Electrification and City Region Metro proposals may offer improved sustainable transport opportunities for the county • Tourism provides locally based employment opportunities thus limiting out-commuting but... • Business-level green accreditation has had very limited take-up due to perceived cost v benefit • Current Public Transport is limited and geared towards social rather than economic goals - attempts to supplement provision have been expensive and time-limited • Perceived value still beats environmental credentials for most UK consumers • Longer term impacts of Brexit on environmental protection, quality and food production unknown¹⁵
<p>Organisational/ Legal</p>	<ul style="list-style-type: none"> • In Wye Valley and Forest of Dean TA and Brecon Beacons Tourism the county has professionalising industry associations admired for their scale, scope, track record and ambition by many other areas of Wales • MCC planning policies are now generally supportive of tourism development • MCC has adopted a clear Destination Management approach through the last plan period with a clear lead responsibility but... • As in other Local Authorities, all departments of the County Council have a significant role to play in helping the destination 'work' to the benefit of visitors and residents - not just those with tourism in their title • Other statutory agency processes can inhibit development eg the requirement for Flood Risk Assessments by NRW

¹⁵ Any real 'regime' changes will happen after the end of this plan but shorter term speculation may be disruptive

	<ul style="list-style-type: none">• The proposed Destination Partnership arrangements have not been fully implemented
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3. Where we want to go

3.1. Ambition

Monmouthshire Vision - In 2020.....

...Monmouthshire has enhanced its status as the Food Capital of Wales, but now as much for great value everyday eating across the county as Michelin-starred fine dining. Festivals and food trails guide visitors to the best local produce to enjoy here or take home. And that legendary food and drink tastes so much better with a background story...

As a legacy of hosting the Eisteddfod in 2016, the County's reputation for arts, culture and creativity is now growing to match that for stunning landscapes and heritage attractions - after all this historic border country was the birthplace of British tourism and the picturesque movement.

Driven by reputation-building participation and spectator events, Monmouthshire is fast becoming Wales' most welcoming county for road and lane cycling, with the offer developed in the same sustainable and successful way as walking, itself given fresh impetus by connection to the England Coast Path. As the home of the Welsh Grand National, the County is making more of its wider sporting heritage too. A '4 seasons' programme of events is encouraging year round, longer and overnight visits.

Our visitors are also discovering new and surprising corners of the County -like the 'big skies' and intricate landscape of the Living Levels - given confidence to explore by targeted communications, well-informed hosts, timely and relevant information and enthusiastic Ambassadors.

The opening of the Wales International Convention Centre 'next door' at Celtic Manor in 2019 has been the trigger to bring forward long-needed investment in the serviced accommodation base, supported by tourism-friendly planning guidance. Big name 'brands' on major routes are joined by rural boutique hotels delivering a unique 'sense of place'. At last, Wales 'first' County is exploiting its superb

communications network with our M4 and M5 corridor markets and proximity to the business centres of Bristol, Cardiff and Newport.

Active in the wider City Region and with a major stake in both the Brecon Beacons and Wye Valley - destinations with international recognition - it is good to see significant improvement in collaboration with 'neighbours' and between public and private sector partners based on a clear understanding of delivery roles, as public funding continues to diminish.

We are not competing with established destination brands but delivering great experiences for them - the 'Monmouthshire' name has now become a stamp of genuine and trusted tourism quality

3.2. Strategic Aims and Objectives

From this Vision we can identify the following Strategic Aim for the Destination Plan 2017-2020:

To grow tourism revenue to the county

- **By 10% in real terms value (from 2015 base)**
- **Across the year**
- **Across all parts of the County**
- **Based on high quality visitor experiences**

Supported by the following objectives

- To consolidate Food Capital of Wales status for Monmouthshire
- To consolidate and make further progress on the Walking Product Development Plan
- To maximise the tourism benefits of the cultural offer as well as countryside and heritage
- To establish the County's cycling credentials on a sustainable base of events, routes, amenities and cycle friendly communities and accommodation
- To encourage investment in the serviced accommodation sector (especially following development of the International Convention Centre)

- To develop a seasonal programmes of events which support the County's key product offers - Food, Heritage, Arts + Culture, Walking and Cycling
- To continue support for vibrant, attractive, welcoming and distinctive towns and villages
- To establish Monmouthshire's position as our 'first' county through an iconic intervention at the entrance to Wales
- To 'reset' partnership arrangements with 'neighbours' and between stakeholders within the county
- To ensure that Monmouthshire on and off-line content is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - 'Monmouthshire' = high quality

3.3. Priority programmes for growth

Like other destinations across Wales, it would be easy for Monmouthshire to be blown off course by Visit Wales 'Years Of...' approach, not least because strategy and public funding streams have been so aligned to it, but this would be to misunderstand the intention, which is to build up in the visitor's mind, layer by layer, a clear and credible understanding of what Wales overall can genuinely deliver (and importantly how it can make one feel). And of course not all parts of Wales can deliver all facets of the offer all the time. Wales has not stopped delivering 'Adventures' but 'Legends' now adds an appreciable depth, complexity and Sense of Place to those adventures. Also it is clear that there is enough 'wriggle room' within these themes to accommodate most destinations if they respond creatively to the presentational challenge (even 'the Sea' for inland areas). The inter-linked destination development priorities both 'hard' and 'soft' for Monmouthshire should and do transcend the exigencies of annual campaigns and revolve around playing to current strengths but addressing perceived weaknesses:

The Proposal is to build on the programmes delivered in the last Plan but integrate Marketing with Development and Management Actions.

Programmes	Action Areas
Headline Programmes	
The Accommodation Offer	Encourage upgraded and increased capacity in line with 2013 Opportunities report and take advantage of WICC development (including wider business tourism)
The Activities Offer	Develop the Monmouthshire Cycling offer using the same successful and logical methodology as for Walking concentrating on a manageable number of viable routes e.g. canal, Living Levels. Consolidate and continue development of the Walking Offer
Wales Food Capital	Broaden impact of Food Capital status by concentrating on the 'everyday' offer to complement the high end product. Encourage VW to consider a Year of Food...
Cultural Product Offer	Building on its rich 'border country' heritage, develop a contemporary creative offer to sit comfortably alongside food and activities e.g. open studios to complement open gardens. Support development of cultural infrastructure and venues. Develop a landmark feature at the border to reflect excellence, creativity and innovation
The Monmouthshire Season	Encourage events that create year-round added value, support emerging products and celebrate the County's strengths: Walking, Cycling, Food and Drink, Culture and Heritage especially those of national status. Use events creatively to respond to Wales 'Years of...' initiative e.g. extended River Wye Festival for Year of the Sea
Support Programmes	
A new Partnership	Develop a new delivery model for destination development and marketing in Monmouthshire
Welcoming Places (Towns, villages and countryside)	Encourage each town to play to its distinctive historic and contemporary strengths and therefore enrich the overall visitor experience e.g.

	<ul style="list-style-type: none"> • Chepstow - Walking and Sporting Hub • Monmouth - Local 'Legends' • Abergavenny - Food and Drink • Caldicot - Capital of the Levels • Usk - Town of Flowers
Welcoming People	Signpost business skills provision and maintain the Ambassador cohort
Visitor Information	Identify and implement more cost effective and dispersed methods for delivering timely and relevant visitor information building on the expertise and resources of the key TIC hubs
Content creation and distribution	Develop consistent content on Monmouthshire products and make it available through a variety of channels and partner campaigns
Customer Relationships	Customer communications and visitor research



Visitor Information

visitmonmouthshire.com is driven by one of Wales' most comprehensive and up to date product databases. The same product data feeds the digital information kiosks at key visitor sites







Tourist Information Centres and Information outlets assist visitors and businesses






141

.....

Trained Ambassadors



Monmouthshire's product data is fed through to visitwales.com

3.4. Market and Image development for the destination

It is clear that Monmouthshire's 'solution' to marketing activity and support in recent years (e.g. particularly development and maintenance of a comprehensive product database) has paid dividends with healthy growth of the website and social media channels and the result that businesses cite **VisitMonmouthshire.com as the most important source of business after their own online presence**¹⁶.

NB: In addition to driving the Visit Monmouthshire website and feeding into Visitwales.com, the product database is used to provide visitor information (via **information kiosks** at key sites around the county).

The "unglamorous" but essential work of consistent content addition and updating will provide strong foundations for the area to expand its marketing reach, ensuring that Monmouthshire's product is spread across as wide a base as possible; from national activity (e.g. Visit Britain and Visit Wales) to inclusion in local destination partnership, trade association and operator activity. This **content first approach** puts Monmouthshire in a strong position to expand its reach and raise awareness of its offer complementing, as it does, two of Visit Wales' key national objectives¹⁷

- Evolving the **product led approach**; promoting relevant holiday types, **iconic products and distinctive** destination brands and **experiences** to meet market needs
- **Becoming digital-first**; developing an integrated digital gateway for Wales, improving www.visitwales.com and Visit Wales international web sites, developing the content ecosystem for Wales and growing social media communities

By developing existing relationships and seeking new opportunities to collaborate on marketing with partners (national and local) using its content a rich resource, Monmouthshire is well placed to capitalise on high growth consumer markets (both domestic and international) and business tourism. An increase in **overseas visitors** (particularly from Germany) points towards a market in which Monmouthshire could make further gains, maximising use of the product data and building relationships

¹⁶ Stakeholder Survey 2016

¹⁷ Partnership for Growth Visit Wales

with Visit Wales (and Visit Britain). Germany is a key overseas market for Wales and thus opportunities for collaborative activity with Visit Wales do exist; from provision of salient content to the potential of journalist/blogger visits and profile for Monmouthshire product attached to activity at annual events such as ITB Berlin.

Monmouthshire’s “brand” is aligned to its quality of offer rather than geography. Though not, in comparative terms, currently as widely known a destination as Brecon Beacons or The Wye Valley, it is clear, from both visitor and stakeholder research, that it benefits from experience-led tourism products (e.g. food) which are synonymous with “quality”. This positioning may be the most beneficial to the county in the longer term both in any promotional activity originated at destination level as well as capitalising on the exposure Monmouthshire receives through collaborative partnerships in the wider arena (e.g. from Visit Wales, Wye Valley, the Brecon Beacons, or town-based events).

The following table includes salient trends that constitute areas of particular opportunity for positive market and image development for Monmouthshire.

<p>The rise in appeal of experience based holidays and local distinctiveness</p>	<p>Recent omnibus research (BRCD 2017) records that 87% of UK holidaymakers feel that it is important they have a ‘local experience’ on their next holiday.</p> <p>This figure rises among higher income groups and Monmouthshire records a high prevalence of ABC1 visitors, in the 2016 survey “these make up nearly three quarters of the visitors to Monmouthshire (74%)” higher than the Wales average and possibly due to the likelihood of Monmouthshire’s visitor profile to be older and are more likely to come from outside Wales.</p> <p>Experiential tourism marketing and product development embraces sense of place and focuses on capturing the hearts and minds of potential visitors encouraging businesses and products to enhance their offer to drive visits and spend</p>
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	<p>The more ‘superficial’ local experiences Britons are likely to expect on their next holiday include ‘trying local food and drink’ - something that Monmouthshire, with its respected food offering, can capitalise upon.</p> <p>Development of ‘soft-packaging’ (aka “bundling”) through consistent communications and information linking accommodation and transport options to attractions, activities, events, food and drink and retail will assist in forming and presenting a deeper experience (and will assist Monmouthshire in taking full advantage of national brand-building activity).</p>
<p>Continued growth in the UK short break market and the “staycation”</p>	<p>Further fuelled by exchange rate uncertainty and safety considerations, research on holiday intentions (BDRC, January 2017) shows that Britons are more likely to take a short-break of 1-3 nights (88%) than a longer holiday of 4+ nights (77%). It is a clear indication that the area can and should shape communications and activities around short-breaks.</p> <p>Research cites that <i>“the proportion of Britons anticipating a domestic holiday of 4+ nights has increased from 24% in 2016 to 27% in 2017. After 4 years of declining intentions, this is the first increase since 2012, which is matched by a rise in the proportion regarding the UK as ‘more appealing’ for a holiday than it used to be.”</i></p> <p>As with some other destinations in Wales, and due in part to its proximity to England and ease of access, Monmouthshire experiences a high proportion of day visitors (i.e. approximately 75% of its 2 million visitors annually). In 2016’s survey, the vast majority of visitors to were on a day trip when interviewed (94%); this was higher than the All Wales average of 88%.</p> <p>The following 12-24 months represent one of the best</p>

	<p>chances (in recent years) for the area to convince and convert some of those day visitors to stay overnight.</p>
<p>Dominance of the digital medium in the holiday search and booking process</p>	<p>Today’s holiday planning process is predominantly built around the digital medium.</p> <p>Google’s recognised 5 stages of travel planning are equally applicable to all market segments and based around travel search patterns online. From Dreaming to Planning, Booking to Experiencing and finally Sharing. The area needs to ensure that digital resources and activity planning offer a ‘seamless’ approach to managing the ‘visitor journey’ before, during and after a visit.¹⁸</p> <p>Monmouthshire’s product database has benefitted from investment in both time and financial resources and as a result, probably has few if any equals in Wales, if not further afield.</p> <p>The refreshed website will benefit from a content rich resource, i.e. the product database, which will offer a means for engagement with both existing and prospective visitors that plays to experience based breaks and will encourage sharing of Monmouthshire’s content - all aiding awareness raising of the area and its product offer.</p>
<p>The weighting given (by the prospective visitor) to positive peer to peer recommendations and reviews when choosing a destination</p>	<p>With its high levels of repeat business and visitor satisfaction e.g. in Beaufort’s 2016 Visitor Survey “Virtually all visitors to Monmouthshire said they were likely to return in future (95%); 84% said they would definitely visit again, while 11% would probably visit again”.</p> <p>Furthermore, with 92% of those visitors stating that they would recommend a visit to Monmouthshire to friends and family, this perfectly places the destination to</p>

¹⁸ Google – 5 Stages of Travel Planning

capitalise on the trend demonstrated in recent research (BDRC, 2017) which confirms that over 2 in 5 Britons use peer reviews to plan their holidays (rising to two-thirds of 18-34 year olds and 3 in 5 families).

Tripadvisor reviews are included on product database entries to enable (more) informed choice e.g. <http://www.visitmonmouthshire.com/thedms.aspx?dms=3&pid=0899613>

Some of the things that visitors enjoy most

The infographic features a green banner at the top with the text 'Some of the things that visitors enjoy most'. Below the banner are six icons representing different activities: a plate and cutlery for 'Food and drink', footprints for 'Walking', a tree and landscape for 'Countryside', a castle for 'Heritage', a tent and flags for 'Events', and a person on a bicycle for 'Cycling'. Below the 'Events' and 'Cycling' icons is the text 'Events are VERY important and cycling is growing in popularity'. To the right of the icons are four small photographs: a dining table, a person walking in a field, a golf course, and a stone building. A large speech bubble on the right contains the text: 'In the 2016 visitor survey, 95% of those interviewed said that they would recommend Monmouthshire to friends and relatives'.

In order to optimise opportunities presented by aspects including the current trends around experiential tourism and continued growth of the digital medium, Monmouthshire's focus should continue to be the **prioritisation of content marketing**. Underpinned by attention to organic search (via optimisation) and also email this activity will continue to deliver leads and conversions for businesses in the UK consumer marketplace as well as opening up opportunities to chase further overseas traffic, particularly in western Europe.

Travel trade and group travel is currently undertaken via participation in the regional Southern Wales marketing consortia and this path remains effective and should be maintained. It offers a solution for accessing those markets that is efficient in terms of both resources and reach. A similar arrangement is being sought with regard to **Business tourism** as Monmouthshire, although being a relatively

Monmouthshire Destination Management Plan 2017-2020

minor player in the context of the whole south east Wales offer can nevertheless benefit significantly from exposure.

3.5. Destination Partnerships and connectivity

Future support for tourism in Monmouthshire from Visit Wales is predicated on robust Destination Partnership arrangements being in place involving public, private and community interests. The value of successful partnerships is obvious:

- Shared risk and reward
- Economies of scale and better value for resources expended
- The whole is often more than the sum of the parts
- Elimination of duplication
- A wider range of resources, talents and energies to call on

However partnership working is neither easy nor straight-forward and requires perseverance, mutual confidence, shared clarity of purpose, willingness to compromise and effective communication in equal measure to succeed. Destination partnerships really come into their own when no single stakeholder has, or seeks, exclusive access to all the lines of support, resources, and information needed to succeed.

Thus, any arrangements for Monmouthshire have to acknowledge the growing professionalization, capacity and aspiration of industry partners in the Wye Valley and Brecon Beacons destinations and the communities of interest around those established destination brands. Equally, industry stakeholders have to appreciate the significant reductions in resources available in the public sector to support tourism development and marketing, as its role moves much more towards facilitation rather than direct provision. The sector will have to be much more self-reliant in future.

It is important that stakeholders appreciate that the 'Tourism Monmouthshire' approach is complementary rather than competitive to the aspirations of Tourist Associations and Destination Partnerships. We recommend that in its tourism industry communications MCC carries links through to TA membership websites to [Monmouthshire Destination Management Plan 2017-2020](#)

reinforce this position. The *quid pro quo* would be links back from TA membership websites to the resources at <http://www.visitmonmouthshire.com/destination-intelligence>. Similarly we would like to see a confidence-building commitment between 'Tourism Monmouthshire' and the Brecon Beacons and Wye Valley destinations to develop specific marketing and development projects of mutual benefit.

To 'reboot' the Destination Partnership approach for Monmouthshire, retain local political 'buy-in' and rebuild mutual confidence, we therefore recommend the following arrangements:

Tourism Liaison Group or Tourism Reference Group

- Membership: BB Sustainable Destination Partnership nominee, WVFD Destination Partnership nominee, MCC Tourism nominee
- Facilitated by: MCC
- Chaired by: MCC
- Tasks:
 - To maintain communication between key players between formal meetings of MTAG
 - To galvanise tourism in Monmouthshire to respond quickly to unexpected challenges and opportunities
 - To identify strategic tourism opportunities of benefit to the County
 - To nip any partnership difficulties in the bud
 - To develop agenda for the MTAG and Tourism Day
- Meetings: Monthly (on line or physical) + ad hoc as required

Monmouthshire Tourism Action Group (in effect the County Destination Partnership)

- Membership: As above plus Visit Wales, (Visit England), BBT, WVFDTA, ADTA and other constituted active tourism groupings in the County, Chambers/ Town Councils with a tourism delivery remit, MCC delivery departments, WVAONB, Cadw, Natural Resources Wales, Canal and River Trust, NT, Living Levels, Ambassadors

- Facilitated by: MCC
- Chaired by: Independent Chair (appointed by open process) or members of the Tourism Liaison Group by annual rotation
- Tasks:
 - To oversee progress against the Monmouthshire Destination Plan
 - To share and compare forward plans with impact in the County especially BB and WVFD destinations
 - To identify action areas of common interest e.g. Walking, Food, Heritage and Culture, Filming
 - To develop and agree joint activities against those action areas and allocate roles and responsibilities for delivery
 - To identify external funding opportunities and develop targeted applications
 - To appoint task and finish groups for working up and delivering projects as required
- Meetings: 2 per year (in sync with the main funding and reporting cycles)

Monmouthshire Tourism Industry Day

Attendance: Open to all with a positive interest in tourism in Monmouthshire

Facilitated by: MCC

Chaired by: MTAG Chair

Tasks:

- To raise and share awareness of key issues affecting tourism in Monmouthshire
- To engage stakeholders in product development and marketing opportunities
- To offer generic and specific business support
- To formally report on progress against the Monmouthshire Destination Plan
- To provide networking opportunities

4. How we will deliver

Recommended Actions have been refined and prioritised against strategic principles and objective criteria:

Principles	Criteria
<ul style="list-style-type: none">• Effective Partnership• Year Round Growth in Value• Sustainability• Geographical Spread• Balanced Market Approach• Community Engagement• Authenticity and 'Sense of Place'	<ul style="list-style-type: none">• Strategic Fit• Identified Champion/ Lead• Fundability• Clarity of Outcomes• Ease of Delivery• Delivery Timescale• Contribution to Targets• Mutual Consistency

4.1. Outline Action Plan 2017-2020

	Programme and Objectives		Action	Yr. 1,2,3	Lead	Partners	Cost H, M, L	KPIs
	Headline Experience Programmes							
1	The Accommodation Offer	1.1	Upgrade and increase capacity in line with 2013 Opportunities report to take advantage of WICC development (including wider business tourism)	1-3 ¹⁹	Industry	VW MCC	H	New and upgraded accommodation
		1.2	Develop and promote a complementary business tourism offer to optimise WICC opportunity	3	Southern Wales ²⁰	MCC WVFDTA BBT	M	Increase in business related tourism
2	The Activities Offer (Cycling)	2.1	Develop the Monmouthshire Cycling offer using the same successful and logical methodology as for Walking i.e.: <ul style="list-style-type: none"> • Develop a stakeholder partnership • Assess market needs 	1-2	MCC	Sustrans WVFDTA BBT ADTA	M	Plan developed and implemented

¹⁹ Subject to WICC going ahead on schedule

²⁰ Southern Wales consortium does not currently embrace Business Tourism; lead may fall to Newport and/or Cardiff

			<ul style="list-style-type: none"> • Audit current provision • Formulate Action Plan 					
		2.2	Develop a number of new promoted and well-presented routes to attract family and beginner markets as well as enthusiasts e.g. Canal, Living Levels	2,3	Sustrans	MCC CRT LL	H	At least 2 new family ride routes
	The Activities Offer (Walking)	2.3	Continue implementation of the Walking Product Development Plan in line with customer demand: <ul style="list-style-type: none"> • Exploiting links with England Coast Path • Opportunities through ‘Living Levels’ • Priorities from ROWIP Review (2018) 	1-3	MCC	WHS AONB BB WVFD WaW	M	2 new routes from Living Level Hubs
3	Wales Food Capital	3.1	Broaden impact of Food Capital status by: <ul style="list-style-type: none"> • Supporting extension of the Abergavenny Food Festival brand and other food events across the year and the County • Improving information on and access to Farm Shops and Producers • Encouraging Food Trails development • Further encouraging local food culture across the wider ‘everyday’ hospitality sector 	1-3	MCC	AFF BBT ADTA WVFDTA WG	M	Sales of local produce Visitors accessing Food information

		3.2	Encourage VW to consider a Year of Food...		MTAG	BBSDP WVFDTA		Year of Food agreed
		3.3	Support those developing further 'Food Capital' infrastructure e.g. Food Hub, Skills Centre of Excellence	1-3	MTAG	MCC NCC	L	'Live' projects
4	Cultural Product Offer	4.1	Develop a contemporary creative offer to sit comfortably alongside food, heritage and walking as per Cycling above	2 -3	MCC	BBSDP WVFDTA	M	Plan developed and implemented
		4.2	Pursue tactical promotional opportunities around filming in the county	1-3	WVFDTA BBT	MCC VW	L	Coverage obtained
		4.3	Develop an iconic 'gateway' feature project to reflect the destination's position, values and creativity	1-3	MCC	Arts Council VW Lottery	M	Planning and funding secured
5	The Monmouthshire Season	5.1	Encourage events that create year-round added value, support emerging products and celebrate the County's strengths: Walking, Cycling, Food and Drink, Culture and Heritage (especially those of national status).	1-3	MTAG	VW	L	Events held autumn to spring
		5.2	From the forward events programme develop a seasonally themed calendar of events linked to accommodation, activity and retail opportunities	1-3	MCC	WVFDTA BBT	L	Take-up of calendar by industry and across media

		5.2	Maintain a forward 'clash' calendar of events (including in surrounding areas) for reference	1-3	MCC	VW	L	
		5.4	Use events creatively to respond to Wales 'Years of...' initiative e.g. extended River Wye Festival for Year of the Sea	1	MTAG	VW WVFDTA BBT WVAONB	M	'New/ rebadged' events linked to 'Year of...'
		5.5	Encourage Event Organisers to deliver events which deliver distinctive 'sense of place' through use of events toolkit: www.visitmonmouthshire.com/eventmanagement.aspx	1-3	MCC	BBDP WVFD VW	L	Numbers using toolkit
	Support Programmes							
6	A new Partnership	6.1	Develop a new inclusive delivery model for destination development and marketing in Monmouthshire	1	MCC	BBDP WVFD ADTA VW Other stakeholders	L	New partnership arrangements in place and operating
7	Welcoming Places	7.1	Encourage each town to play to its distinctive historic and contemporary strengths and	1-3	MCC	Town Councils Chambers	M	Plans in place

			therefore enrich the overall visitor experience through 'place plans' e.g. <ul style="list-style-type: none"> • Chepstow - Walking and Sporting Hub • Monmouth - Local 'Legends' • Abergavenny - Food and Drink • Caldicot - Capital of the Levels • Usk - Town of Flowers 			TAs		
		7.2	Develop Gateway Feature for border corridor (linked to Living Levels)	3	MCC	VW City Deal	H	Leverage
8	Welcoming People	8.1	Signpost business skills provision	1-3	Business Wales	MCC WVFDTA BBT	L	Numbers taking up training opportunities
		8.2	Product awareness and informal training sessions to support development priorities	1-3	BBT WVFDTA	MCC VW	L	Numbers engaged
		8.3	Maintain Ambassador cohort through CPD and networking	1-3	MCC	BBNPA BBT WVFDTA	M	Numbers of active ambassadors
	Visitor Information	8.4	Identify and implement more cost effective and dispersed methods for delivering timely and relevant 'on territory' and pre-visit visitor information	1,2	MCC	NCC VoU LAG WVFDTA ADTA BBNPA	M	Study completed and recommendations implemented

9	Content creation and distribution	9.1	Develop consistent content on Monmouthshire products and make it available through a variety of channels and partner campaigns	1-3	MCC BBT WVFDTA	WFFD BBSDP VW Southern Wales	M	Reputation Analysis
10	Database Management and Customer Relationships	10.1	Maintain Product and Customer Databases to support management of the customer journey	1-3	MCC	BBSDP WVFD	M	Numbers on databases and opening rates of communications
		10.2	Undertake qualitative and quantitative research to inform tourism development and performance review	1-3	MCC	BBSDP WVFD VW	M	STEAM outputs Visitor survey results

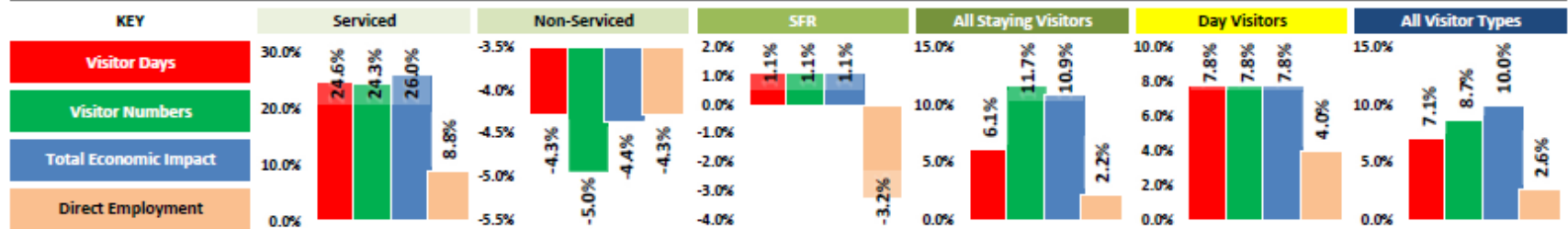
5. Appendices:

1. STEAM summary infographic
2. Survey Questionnaire proforma
3. 2016 Visitor Survey

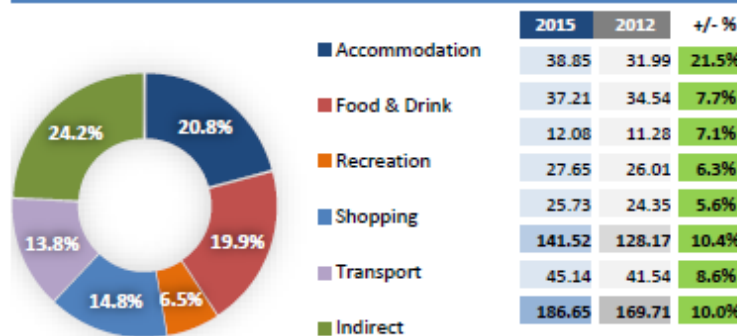
KEY PERFORMANCE INDICATORS BY TYPE OF VISITOR - COMPARING 2015 & 2012 - INDEXED TO 2015

KEY	Staying in Paid Accommodation									Staying with Friends and Relatives (SFR)			All Staying Visitors			Day Visitors			All Visitor Types		
	Serviced			Non-Serviced																	
	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %			
Visitor Days	M	0.452	0.363	24.6%	0.466	0.487	-4.3%	0.340	0.336	1.1%	1.258	1.186	6.1%	1.696	1.573	7.8%	2.954	2.759	7.1%		
Visitor Numbers	M	0.277	0.223	24.3%	0.075	0.079	-5.0%	0.143	0.141	1.1%	0.494	0.443	11.7%	1.696	1.573	7.8%	2.190	2.015	8.7%		
Direct Expenditure	£M																141.52	128.17	10.4%		
Economic Impact	£M	71.83	57.02	26.0%	42.13	44.05	-4.4%	19.83	19.60	1.1%	133.79	120.68	10.9%	52.86	49.03	7.8%	186.65	169.71	10.0%		
Direct Employment	FTEs	893	820	8.8%	639	667	-4.3%	196	202	-3.2%	1,727	1,689	2.2%	519	499	4.0%	2,246	2,189	2.6%		
Total Employment	FTEs																2,744	2,703	1.5%		

PERCENTAGE CHANGE BY VISITOR TYPE AND PERFORMANCE MEASURE - COMPARING 2015 & 2012 - INDEXED TO 2015



Sectoral Distribution of Economic Impact - £M including VAT Indexed to 2015



Sectoral Distribution of Employment - FTEs



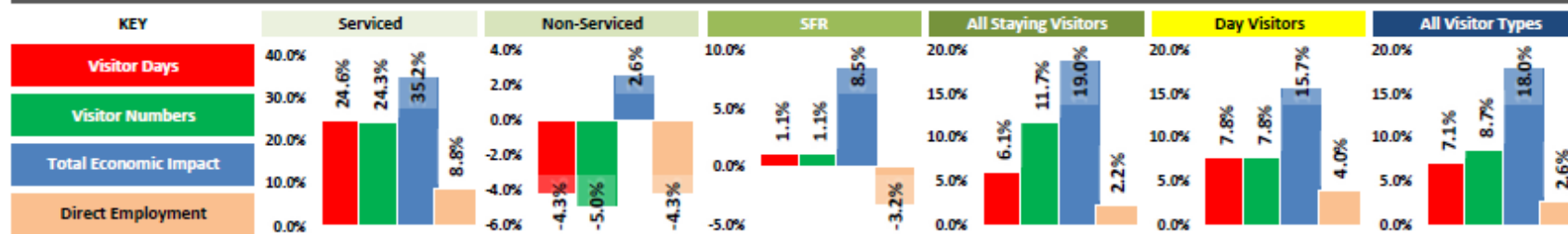
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Report Prepared by: Cathy James, Date of Issue: 22/04/16

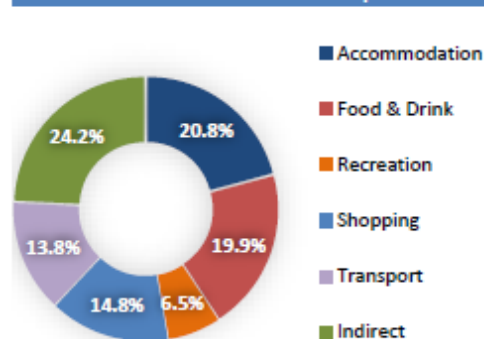
KEY PERFORMANCE INDICATORS BY TYPE OF VISITOR - COMPARING 2015 & 2012 - IN HISTORIC PRICES

KEY	KEY PERFORMANCE INDICATORS BY TYPE OF VISITOR - COMPARING 2015 & 2012 - IN HISTORIC PRICES																		
	Staying in Paid Accommodation						Staying with Friends and Relatives (SFR)			All Staying Visitors			Day Visitors			All Visitor Types			
	Serviced			Non-Serviced															
	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	2015	2012	+/- %	
Visitor Days	M	0.452	0.363	24.6%	0.466	0.487	-4.3%	0.340	0.336	1.1%	1.258	1.186	6.1%	1.696	1.573	7.8%	2.954	2.759	7.1%
Visitor Numbers	M	0.277	0.223	24.3%	0.075	0.079	-5.0%	0.143	0.141	1.1%	0.494	0.443	11.7%	1.696	1.573	7.8%	2.190	2.015	8.7%
Direct Expenditure	EM																141.52	119.43	18.5%
Economic Impact	EM	71.83	53.13	35.2%	42.13	41.05	2.6%	19.83	18.27	8.5%	133.79	112.45	19.0%	52.86	45.69	15.7%	186.65	158.14	18.0%
Direct Employment	FTEs	893	820	8.8%	639	667	-4.3%	196	202	-3.2%	1,727	1,689	2.2%	519	499	4.0%	2,246	2,189	2.6%
Total Employment	FTEs																2,744	2,703	1.5%

PERCENTAGE CHANGE BY VISITOR TYPE AND PERFORMANCE MEASURE - COMPARING 2015 & 2012 - IN HISTORIC PRICES



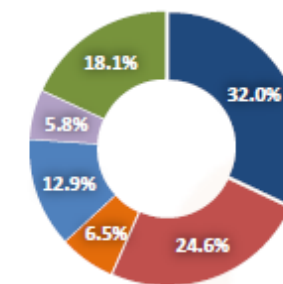
Sectoral Distribution of Economic Impact - EM including VAT in Historic Prices



Sectors	2015	2012	+/- %
Accommodation	38.85	29.81	30.4%
Food & Drink	37.21	32.18	15.6%
Recreation	12.08	10.51	15.0%
Shopping	27.65	24.24	14.1%
Transport	25.73	22.69	13.4%
Indirect	141.52	119.43	18.5%
	45.14	38.71	16.6%
TOTAL	186.65	158.14	18.0%

Sectoral Distribution of Employment - FTEs

Sectors	2015	2012	+/- %
Accommodation	879	866	1.5%
Food & Drink	675	552	22.3%
Recreation	179	219	-17.9%
Shopping	355	379	-6.3%
Transport	158	174	-8.9%
TOTAL DIRECT	2,246	2,189	2.6%
Indirect	498	514	-3.3%
TOTAL	2,744	2,703	1.5%





Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Nicola Edwards Food & Tourism Strategic Manager Phone no: 01633 644847 E-mail: nicolaedwards@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal: Approval of Revised Monmouthshire Destination Management Plan 2017-2020 and establishment of new Destination Partnership to oversee monitoring and delivery.</p>
<p>Name of Service Tourism</p>	<p>Date Future Generations Evaluation form completed 06/10/2017</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.

Q. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Tourism is vital to Monmouthshire's economy generating income to support a wide range of businesses that directly or indirectly benefit from visitor spending or that supply or service the county's tourism industry, including the retail and catering sectors and food and drink producers. According to STEAM 2016, tourism generated £190m for Monmouthshire's economy in 2016. Tourism provides opportunities for enterprise and</p>	<p>There are unlikely to be any negative effects. The Plan aims to drive sustainable tourism growth. Positive effects will be maximised by collaborative working with partners delivering common benefits.</p>





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	employment, and is a significant employer in the county. 2,895 FTEs were supported by tourism in 2016, accounting for approximately 10% of the workforce.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Visitor surveys show that high landscape / environmental quality is one of the main motivations for visiting Monmouthshire. Maintaining a high quality environment is therefore key to delivering sustainable tourism growth.	Walking and cycling are priority programmes in the Plan. Encouraging physical activity in the outdoors is known to encourage more sustainable forms of transport.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Outdoor activities including walking and cycling are identified priorities within the plan. Increasing people's physical activity in the outdoors has been shown to improve people's wellbeing and mental health.	There are unlikely to be any negative effects. Positive effects will be maximised by collaborative working with partners and development of opportunities for volunteers.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The purpose of the Plan is to establish a clear framework for public, private and voluntary sector partnership working to address the identified priorities and deliver year round sustainable tourism growth to maximise the economic, social and environmental benefits of tourism across all parts of Monmouthshire. The success of the plan relies on effective partnerships and host community support for tourism.	There are unlikely to be any negative effects. Positive effects will be maximised by collaborative working to deliver an improved experience and welcome for visitors on the ground.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Improvements to green infrastructure to support activity tourism will encourage increased physical activity in the outdoors which in turn has been shown to encourage increased use of alternative modes of transport e.g. cycling / walking	There are unlikely to be any negative effects.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Developing and promoting a unique sense of place, including the distinctive culture and language lie at the heart of sustainable tourism growth. Developing the outdoor activity and cultural offer are identified priorities within the Plan.</p>	<p>There are unlikely to be any negative effects. Experiential tourism marketing and product development embraces sense of place and focuses on capturing the hearts and minds of potential visitors encouraging businesses and products to enhance their offer to drive visits and spend.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Identified priorities within the Plan will help improve physical infrastructure for residents and visitors and increase opportunities for high quality employment (and volunteering) as well as participation in arts, culture and physical activity.</p>	<p>There are unlikely to be any negative effects. Positive effects will be maximised by collaborative working with partners delivering similar benefits.</p>

Q2

How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The Plan aims to deliver year round sustainable tourism growth to maximise the economic, social and environmental benefits of tourism across all parts of Monmouthshire over the long term.</p>	<p>There are unlikely to be any negative effects.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The purpose of the Plan is to establish a clear framework for public, private and voluntary sector partnership working to address the identified priorities and deliver year round sustainable tourism growth. The Plan contains details of partnership arrangements for delivery of priorities and monitoring of progress.</p>	<p>There are unlikely to be any negative effects.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The Plan is the outcome of extensive consultation with stakeholders. This included an online survey which generated 108 responses from Monmouthshire businesses / organisations involved in the county's visitor economy.</p>	<p>There are unlikely to be any negative effects. Community and business engagement will be sustained throughout the life of the plan through the proposed Monmouthshire Tourism Action Group.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Plan is required to ensure destination development and marketing in the county focuses firmly on priorities to drive tourism growth and ensure resources are focused on the things that matter most to visitors in an increasingly competitive global marketplace.</p>	<p>There are unlikely to be any negative effects.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Growing the benefits of tourism through effective destination management and partnership working will improve the local area as a place to live, work and visit.</p>	<p>There are unlikely to be any negative effects.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Priority programmes with the Plan will create learning, skills and volunteering opportunities for all ages	N/A	The effectiveness of the programmes will be reviewed over the delivery period
Disability	Priority programmes within the Plan will adopt a least restrictive access approach to countryside access and equal access to services	N/A	N/A
Gender Reassignment	N/A	N/A	N/A
Marriage or civil partnership	N/A	N/A	N/A
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	All marketing material, interpretation, signage etc. will be bilingual	N/A	N/A

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Appropriate safeguarding measures will be incorporated into volunteering and learning programmes following established procedures etc.	N/A	N/A
Corporate Parenting	N/A	N/A	N/A

5. What evidence and data has informed the development of your proposal?

Information that has been used to develop the Monmouthshire Destination Management Plan 2017-2020;

- The results of extensive consultation with key stakeholders
- Online business survey responses
- 2016 Monmouthshire Visitor Survey results
- Monmouthshire bedstock survey results
- Review of partnership arrangements and tourism performance over previous plan period
- Responses to draft Plan consultation

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Destination Management Plan will have positive effects on all well-being goals and meet all of the sustainable development principles and has a strong correlation with all of the Council's Well-being objectives; promoting the benefits of the natural & built environment; providing opportunities for children and young people; providing opportunities for businesses and communities and for people's well-being through participation in volunteering etc.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
NA			

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

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The impacts of this proposal will be evaluated on:	At the end of the plan period.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1		10/10/2017	

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REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2017/18 OUTTURN STATEMENT – PERIOD 2
DIRECTORATE	Resources
MEETING	Cabinet
DATE	10th January 2018
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue and capital outturn positions based on activity data at month 7.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 Members consider the forecast net revenue outturn overspend of £62,000.
- 2.2 That Cabinet requires Chief Officers to continue to work to reduce the £1.333m over spend on services, using measures such as a moratorium on non-essential spend and the freezing of vacant posts other than where recruitment is considered essential.
- 2.3 Members consider the forecast capital outturn spend, the levels of capital slippage proposed and the levels of capital receipts to assist with capital programme funding, primarily the Future Schools Tranche A considerations.
- 2.4 Members note that the low level of earmarked reserves, which will severely reduce the flexibility the Council has in meeting the financial challenges of reducing settlements and consequent need to re-design services.
- 2.5 Members note the significant and continued forecast reduction in the overall school balance at the end of 2017/18 and supports the continuing work with schools to ensure that the Council's Fairer Funding scheme requirements are met and that the overall schools balance reverts to a positive position at the earliest opportunity.
- 2.6 Members note the significant over spend on services and consider recurrent and new pressures that need to feature in the draft revenue budget proposals currently out on consultation.

3. MONITORING ANALYSIS

3.1 Revenue Position

3.1.1 Revenue budget monitoring information for each directorate's directly managed budgets is provided together with information on corporate areas.

3.1.2 Responsible Financial Officer's Summary of Overall Position (month 7 based)

Table 1: Council Fund 2017/18 Outturn Forecast Summary Statement at Period 2

Service Area	Initial 2017-18 Annual Budget	Virements to budget	Period 2 Annual Budget	Revised Forecast Outturn	Forecast Over/ (Under) @ Outturn	2017/18 Period 1 Variance
	£'000			£'000	£'000	£'000
Adult Services	6,972	6	6,978	7,014	36	-100
Children Services	10,018	120	10,138	11,190	1,052	401
Community Care	22,162	-23	22,139	21,768	-371	-34
Commissioning	1,600		1,600	1,507	-93	-39
Partnerships	350	5	355	355	0	0
Public Protection	1,455	1	1,456	1,449	-7	-39
Resources & Performance	864	-151	713	701	-12	1
Total Social Care & Health	43,421	-42	43,379	43,984	605	190
Individual School Budget	43,166	104	43,270	43,398	128	0
Resources	1,425		1,425	1,362	-63	6
Standards	4,983		4,983	5,382	399	379
Total Children & Young People	49,574	104	49,678	50,142	464	385
Business Growth & Enterprise	824	644	1,468	1,779	230	23
Governance, Democracy and Support		4,061	4,061	4,122	61	
Planning & Housing	1,852	-374	1,478	1,533	55	56
Tourism Life & Culture	3,140	-282	2,858	2,965	188	101
Total Enterprise	5,816	4,049	9,865	10,399	534	180
Governance, Engagement & Improvement	4,333	-4,333	0	0	0	104
Legal & Land Charges	446		446	453	7	10
Operations	16,562	-2,045	14,517	14,988	471	381
Total Chief Executives Unit	21,341	-6,378	14,963	15,441	478	495
Finance	2,287	147	2,434	2,272	-162	-81
Information Communication Technology	2,421	118	2,539	2,409	-130	0
People	1,583		1,583	1,573	-10	30

Commercial and Corporate Landlord Services	-504	1,639	1,135	1,145	10	70
Total Resources	5,787	1,904	7,691	7,399	-292	19
Precepts and Levies	17,075	330	17,405	17,401	-4	-5
Coroners	100		100	119	19	19
Gwent Joint Records	182		182	182	0	0
Corporate Management (CM)	181	-13	168	130	-38	-5
Non Distributed Costs (NDC)	733		733	733	0	0
Strategic Initiatives	654	-204	450	0	-450	-450
Insurance	1,264	-30	1,234	1,251	17	-34
Total Corporate Costs & Levies	20,189	83	20,272	19,816	-456	-475
Net Cost of Services	146,128	-280	145,848	147,181	1,333	794
Fixed Asset disposal costs	123	19	142	142	0	0
Interest and Investment Income	-138	127	-11	-23	-12	0
Interest payable & Similar Charges	3,673	2	3,675	2,942	-733	-500
Charges required under regulation	3,815	261	4,076	3,978	-98	250
Contributions to Reserves	165	2	167	208	41	0
Contributions from Reserves	-1,653	198	-1,455	-1,455	0	0
Capital Expenditure funded by revenue contribution			0	0	0	0
Appropriations	5,985	609	6,594	5,792	-802	-250
General Government Grants	-61,380		-61,380	-61,380	0	0
Non Domestic rates	-30,418		-30,418	-30,418	0	0
Council Tax	-66,450	-330	-66,780	-67,080	-300	-250
Council Tax Benefits Support	6,135		6,135	5,966	-169	-130
Financing	-152,113	-330	-152,443	-152,912	-469	-380
Budgeted contribution from Council Fund				0		
Net Council Fund (Surplus) / Deficit	0	-1	-1	61	62	164

3.1.3 A comparison of the Net Council fund line against previous years activity indicates the following,

Net Council Fund Surplus	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000
Period 1	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2	62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3		79 surplus	162 deficit	144 deficit
Outturn		884 Surplus	579 surplus	327 surplus

3.1.4 There have been quite a lot of budget movements since month 2 to reflect changes to Chief Officer portfolios, such that:

Chief Executives Unit

- Property Services moved to Corporate Landlord in RESOURCES Directorate.
- Building Cleaning and Catering have stayed in OPERATIONS Division for now.
- The Governance, Engagement and Improvement Division has been deleted and replaced with Governance, Democracy and Support within ENTERPRISE Directorate.

Enterprise Directorate

- Governance, Democracy and Support created to include Community Hubs, Contact Centre and Community Education.
- Creation of new division called Business Growth and Enterprise – includes most of Economic Development with the addition of Events, Museums and Youth Enterprise from Tourism, Leisure and Culture Division.
- Creation of new division called Community Partnerships and Development which is effectively a merger of Whole Place and Partnerships.

Resources Directorate

- New Corporate Landlord Division created from the merger of Asset Management/Place Division and Property Division transferred across from Operations.

Given these movements, month 2 and month 7 variances are not directly comparable, as “new” service managers have inherited previous underspends or overspends.

However the overall position is still directly comparable, such that net cost of services outturn forecast has increased by £539k to £1.333 million, compensated in part as is traditional by savings in Treasury and Financing, to derive a net deficit of £62k.

As part of the month 7 monitoring exercise, it has become evident that an anticipated use of reserves has been presumed but not yet communicated and requested from Cabinet.

- Priority investment reserve – for continuation of current levels of leased property management (£120k), paragraph 3.1.7
- IT Reserve – Finance Document Management software replacement (£20k), paragraph 3.1.6

Should Cabinet subsequently receive reports from colleagues and accept such use, the revised bottom line would be £78k surplus.

3.1.5 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year, using measures such as a moratorium on non-essential spend and the freezing of vacant posts other than where recruitment is considered essential.

3.1.6 In arriving at the month 7 forecast position Chief Officers have had to identify further savings plans to arrest the over spend on services. However, it should be noted that such savings plans are principally one-off in nature and therefore significant pressures remain in transport, ALN and Children's Services and that will need to be assessed as part of the draft budget proposals that are currently out on consultation.

3.1.7 A summary of main pressures and under spends within the Net Cost of Services Directorates include,

Stronger Communities Select Portfolio (£1,541k net underspend)

- Chief Executives Unit (£478k overspend)

Legal division exhibited a £7k deficit, due to reduced land charge income activity. Operations exhibited a collective £381k deficit. The position for each of main Operations areas is as follows, highways £39k surplus, passenger transport £322k deficit (market intervention, increased ALN costs and a loss on private hire activities), waste £159k (predominantly trade waste and downturn in grounds maintenance turnover), schools catering £29k (downturn in meals perceived to relate to introduction of parent pay).

- Resources Directorate (£292k underspend)

An underspend in Finance Division costs of £162k, predominantly due to net HB grant inflow, an increased recharge to schools for Finance system support and staff vacancies. An underspend in IT Division (£130k) caused by underspends in equipment costs £70k and SRS £55k underspend. People services anticipate a small £5k surplus. Corporate landlord services division predict £15k deficit, caused by shortfall in solar farm income, a reduction in cemetery income, and the net effect of procurement savings not being owned across the Council, compensated in part by savings in central accommodation costs. There is also a target of £20k efficiency saving and general reduced spend to be achieved across the Directorate before year end. There is an additional presumption in the monitoring spreadsheet to request £20k use of IT reserve to afford Finance's document management system replacement. That decision has not been presumed in this report such that the bottom line has not been adjusted nor reserve levels adjusted in advance of colleagues explaining the need to Cabinet.

- Corporate (£456k underspend)

Mainly this is the effect of the annual redundancy provision (£450k) within Corporate budget, to be used following member consideration and approval. At the moment there is no activity on this cost centre, despite redundancy costs being shown as overspends within Directorates. There also miscellaneous savings totalling £6k across this Directorate.

- Appropriations (£802k underspend)

Monitoring report of £843k underspend has been adjusted for anticipated deficit transfer to Outdoor Education trading reserve of £41k. Much of the saving is introduced by active Treasury management to legitimately defer minimum revenue provision payment for solar farm, delaying borrowing decision until absolutely necessary, recognising forecast capital slippage and utilising preferential short term borrowing rates and constantly refreshing as an alternative to more expensive longer term rates.

- Financing (£469k underspend)

The net effect from an excess of Council tax receipts and less than anticipated Council tax benefit payments

RESOURCES DIRECTOR CONTEXT & COMMENTARY

Overall the Directorate is forecasting an under spend of £292k at the end of month 7. Under spends driven by additional grant income on benefits, ICT underspends on equipment and with the SRS and central accommodation costs are mitigating pressures resulting from a shortfall in income against budget from the solar farm, a reduction in cemetery income and authority wide procurement savings not being captured. Beyond the procurement savings, the Directorate will achieve its savings targets as approved and included in the budget. The Directorate will continue to work to reduce the areas of overspending wherever possible, or identify further savings if necessary over the coming months, in order to assist in reducing the Authority's overall over spend.

HEAD OF OPERATIONS CONTEXT & COMMENTARY

Month 7 shows a deterioration from month 2 in the projected out turn for 17/18 for the Operations Department.

The forecast now suggests an over spend across all sections of £471,000 compared to a projection at month 2 of £281,000.

The significant variations from budget are discussed below:

Primary schools catering is forecasting an over spend of £28,000. This budget covers free school meal costs so the increase in numbers of meals served (not necessarily the number of pupils entitled) obviously contributes to the over spend. The downturn in paid meals is also of concern but there is anecdotal evidence that this is partly due to the introduction of the parent pay web based system which removes the opportunity for parents to pay with cash or cheque and consequently unable to take advantage of paying for school meals on an ad hoc basis (often fluctuating with home prepared meals on a daily basis), That being said in December there is some indication that numbers are starting to recover. Although the parent pay scheme offers the opportunity to view menus and to pay over the web it is possible that parents are not yet familiar with the system so an advertising campaign to promote the benefits of the scheme will be developed to seek to restore custom levels. The inclusion of waste disposal charges was inevitable as clarification was provided by WG that schools are liable for collection and disposal charges. The winter months do often see an increase in custom levels so this plus advertising should assist recovery.

The Street lighting energy budget suffers from the budget model which allows no inflation on contracted services whereas actual energy costs to welsh local authorities increased by 15% in this year (the consequence of a new round of tendering). The introduction of more LED lamps reduces energy consumption and on a budget stripped of inflationary factors would notionally provide a saving. However the saving is used to finance the borrowing to purchase the lights so is removed from the energy budget. A further benefit from investment in new lighting is that officers feel it is feasible to reduce the maintenance budget so the projected overspend has dropped since month 2.

Highways Operations including SWTRA are forecasting a break even budget but it must be stressed that this is forecast upon a stable budget projection through the winter period, based upon recent years expenditure. In this year the highways budget for winter maintenance and snow clearing was reduced so there is a significant risk that poor weather will place pressure upon this budget unless we adopt a reduced level of response. At this stage costs are not yet available to reflect the effect of the recent bad weather.

The PTU budget overall is forecast to overspend by £322,000 compared to a month 2 forecast of break even. There is an underspend in passenger transport arising from arrangements for administration income and staff collaboration but this positive position is dwarfed by the volatility currently being experienced amongst private operators and extra SEN transport costs recently

incurred. Earlier this year a major private transport provider ceased trading over a weekend. There were 29 contracts (H2S and SEN) provided by this operator and all services were re-established very quickly through direct provision and other operators but the financial impact has been an significant (estimated as an extra £1250 per day over and above previous costs. The other significant increase has been in SEN transport costs with extra services being arranged for students in recent months.

The Waste budget indicates a breakeven out turn but the grounds service within Waste and Street Scene is projecting a loss of £82,000. This area has typically shown significant variations in year but has always returned a surplus or been on budget at year end. However when the budget was set for the current year it assumed an increase in income of £100,000. The wider plan was to cut back on grounds maintenance and this income was to offset the need for any redundancies but whilst officers have sought options to reduce maintenance with the minimal of service impact in reality the service cuts and extra trade have not been achieved sufficiently to offset the budget assumption. It is possible that extra works will be acquired and carried out during the remainder of the year to cover this loss but at present that level of works is not on the order book.

Overall the financial situation is of major concern. A report will be prepared to move one off costs for redundancies to corporate funding (approx. £77,000) as Operations revenue budgets are unable to carry these costs in this year. Otherwise officers will be instructed to only commit to essential spend through the remaining months, and all income opportunities will be sought across all Operations service areas. Recruitment is frozen to all posts other than essential front line operatives and all service heads are investigating where spend may be curtailed and income optimised through to year end.

3.1.8 Economy & development Select Portfolio (£527k net overspend)

- Enterprise Directorate (£534k net overspend)

Business growth and enterprise anticipate a £230k overspend, a movement of £198k adverse since month 2. This is caused predominantly by a perceived net shortfall in whole place saving of £35k and adverse Events activities totalling £172k incurred since month 2 forecast. This Events budget was previously overseen by Tourism, Leisure and Culture subdivision and has only recently been inherited by Business growth and enterprise subdivision.

Planning & Housing (£55k overspend) – Development control exhibits an increased deficit of £106k through reduced development and income activity, conversely development policy exhibits £172k surplus, through a temporary salary vacancy and delays in anticipated LDP work. The Housing Lodgings scheme continues to be unsustainable (£120k adverse), as Welsh Government support no longer makes an allowance for sufficient management costs in administering the scheme. The potential for this was highlighted in the 2017-18 budget setting report, but not requested, so this report unusually requests a £120k use of priority investment reserve.

Tourism, leisure & culture (£189k overspend) – predominantly the effect of Caldicot castle and Old Station being traditionally above budgeted levels (£162k adverse), and a net £39k reduction in Leisure centre income caused by Monmouth site redevelopment. Outdoor education also incurs a £41k loss, reported as being due from Torfaen CBC and Blaenau Gwent withdrawing from the partnership. This has been known for 2 years and advice has been to address rather than convert into extra income of an unsubstantiated nature. As a partnership, the bottom line trading activity is transferred to an earmarked reserve rather than affecting MCC bottom line.

Governance, democracy and support (£61k overspend)- predominantly £95k redundancy costs compensated in part by net savings in subscriptions and electoral registration.

- Social Care & Health (£7k underspend)

Public Protection (£7k underspend) – predominantly a net underspend in Registrars caused by increased income and reduced superannuation costs.

ENTERPRISE DIRECTOR'S CONTEXT & COMMENTARY

The DCEO Month 7 position reports a £534,000 overspend which, when adjusted for reserve movements, comes down to £279,000.

The main pressures remain in the Tourism, Leisure, Culture and Youth Services - underlining the continued issues with viability of services in their current form. This underlines again, the importance of considering alternative delivery models, in order to ensure sustainable futures for these important community and frontline services.

In response to this, the DCEO unit has developed a comprehensive recovery plan to help mitigate pressures, examine all spend items at a detailed level, freeze vacancies and redouble income generation efforts.

3.1.9 Adult Select Portfolio (net £440k underspend)

- Social Care & Health (£440k underspend)

Adult Services (£36k overspent) – a continued net overspend in Direct Care and Mardy Park costs is compensated in part by savings in My Day My life initiative, secondment income, disability services and management costs..

Community Care (£371k underspend) – underspends in disability aids and net savings on intermediate care budget with costs afforded by adhoc grant, together with a prediction of 3 significant cases being funded through third party totalling £240k.

Commissioning (£93k underspend) – predominantly a net saving in commissioning strategy costs and a senior vacancy.

Resources (£12k underspend) – net saving apparent in transport management

3.1.10 Children & Young People Select Portfolio (net £1,516k overspend)

- Social Care & Health (£1,052k overspend)

Children's Services (net £1,052k overspend) – placement and care costs are forecast as being £483k, which is £353k more than volunteered in the month 2 prediction, and this is despite £140k presumption in relation to 5 cases coming from external sources. Children's services team costs exhibit a forecast overspend of £569k, over and above establishment budgets, and an increase of £298k on month 2 forecast..

Youth offending team partnership (breakeven) – this service is a partnership administered by the Council on behalf of itself and others and any balance (£42k deficit) is effectively transferred through Appropriations to a ring-fenced reserve so should have no bottom line effect on MCC's management accounts.

- Children and Young People (net £464k overspend)

School Budget Funding, since month 2 the budget passported to schools incurs a forecast £128k deficit. There is an **underspend of £38k** within the **Resources subdivision** due to vacancy savings and premature retirement costs being less than budget. However the main cost pressure

manifests itself in **Standards subdivision** (£373k) caused by out of county placement costs exceeding budget, a decision to fund a further formal ALN unit, together with an overspend in the general ALN provision for all 4 secondary schools.

SOCIAL CARE & HEALTH DIRECTOR'S CONTEXT & COMMENTARY

Overall the position as at month 7 is an overspend of £605,000. This position reflects a number of robust recovery actions to contain the overspend as far as possible moving into year end, in a volatile and high cost budget area. In common with Authorities across Wales, Children's Social Service budgets are under extreme pressures, with ours exhibiting a £1.052M overspend. This is a worsening position for Children's Services from the reported month 2 overspend projection of £401,000 (£651,000 at month 5), and the 2016/17 outturn being £534,000 overspent. Much of the 2016/17 overspend comprised recurrent commitments which carried through into this financial year. The reason for the higher overspend are increased costs relating to complex placements for 4 children, additional workforce pressures (£94,000) to safely meet the added workload from the number of children on the Child Protection Register (Cabinet approval of establishment changes in December 2017 will allow a move away from agency to meet capacity requirements) and corporate safeguarding posts that are reserve funded, but shown as an overspend against the Children's Services budget. The overall directorate position is being reduced by underspends in Adult Services of £440,000 and £7,000 in Public Protection.

CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY

The Directorate's Month 7 position is a forecasted overspend of £464,000. Efficiencies have been delivered across many parts of the directorate, however, these have been offset by additional expenditure in other areas caused by increased pressures on the service provision. All parts of the directorate are continuing to work to reduce those areas of pressure and bring the budget closer to a balanced position.

The current overspend includes the cost of redundancies from our support services restructure. The necessary approval has been granted to meet these costs from reserves if we are unable to meet them from within the directorate's budget. In addition, an exceptional item of expenditure within the ISB has increased the overspend position that was reported at Month 2. These combined one-off items amount to £131,000 and once these have been accounted for the underlying position remains static from month 2.

The Additional Learning Needs budget continues to remain under significant pressure due to the requirement to support more of our pupils with complex needs. This is a particularly challenging budget given the volatility of children arriving into the area and younger children requiring more complex packages of support. The two main elements of this budget have moved in different directions. The Out of County budget has improved its position and is now forecasted to be £29,000 overspent. The in-County budget which provides additional support to children in the classroom is experiencing significant pressure and the forecast overspend has increased by a further £100,000 to £300,000.

Along with the rest of the organisation, schools are facing a challenging financial settlement and have, for the first time, budgeted to be in a collective deficit by the end of the year. This forecasted position has declined since Month 2 and is more in line with the budgets that have been set, but we will continue to work closely with our school colleagues to ensure their plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people.

3.2.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2017-18 as part of the MTFP budgeting process.

In summary they are as follows,

Disinvestment by Directorate 2017-	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2017-18	£000	£000	£000	£000	£000	£000
Children & Young People	(395)	(395)	(395)	0	0	0
Social Care & Health	(627)	(627)	(628)	0	0	0
Enterprise	(84)	(84)	(83)	0	0	0
Resources	(266)	(257)	(236)	0	(30)	0
Chief Executives Units	(1,224)	(955)	(992)	0	(29)	(205)
Corporate Costs & Levies	(118)	(118)	(98)	0	(20)	0
Appropriations	(1,708)	(1,708)	(1,648)	0	0	(60)
Financing	(885)	(885)	(885)	0	0	0
DIRECTORATE Totals	(5,308)	(5,029)	(4,965)	0	(79)	(265)

3.2.2 Forecasted mandated savings are currently running at 94% (a slight reduction on levels reported in month 2), with currently £265,000 being deemed potentially unachievable, and a further £79,000 unlikely to crystallise in 2017-18.

3.2.3 The emphasis of reporting savings has changed from previously where savings were reported when they were manifest, however the judgement is now whether saving is forecast to be achieved.

3.2.4 Consequently the savings appendix (appendix 1) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation. The following summary of savings mandates are highlighted as requiring further work to crystallise or exhibit an anticipated degree of volatility.

3.2.5 Stronger Communities Select Portfolio

Resources Directorate

- Estates restructure proposals (£30k) affecting markets and community development officer are yet to be enacted.

Chief Executive's Office

- Contact Centre (£14k) reorganisation has been delayed and whole place saving of £100k exhibits a shortfall of £65k.
- The procurement saving (£100k) is not yet manifest across Directorates to apportion from the reduced Procurement budget.
- Reduced grass cutting and maintenance schedules (£15k) at Monmouth sports grounds haven't reverted to level of original lease agreement as yet.
- Trade waste income levels are reported to be down by circa £80k, with neither (£10k plus £30k) of the extra income savings yet being manifest deliverable.

3.2.6 Economy & Development Select Portfolio

Enterprise (ENT) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full.

3.2.7 Adult Select Portfolio

Social Care & Health (SCH) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, however without any progress narrative supplied, the more significant have still been flagged as medium risk based on past pressures and experience, and members may wish to check progress with service officers around adult social care transformation, adult detailed contract review, transport policy changes proposed, live in carer proposals, and charges increases.

3.2.8 Children and Young People Select Portfolio

Children and Young People (CYP) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, although Members may wish to substantiate how £150k savings in ALN and childcare voluntary organisations can be achieved, whilst Standards subdivision and ALN costs exhibit £399k adverse situation.

3.3. Capital Position

MCC CAPITAL BUDGET MONITORING 2017-18 at Month 7 by SELECT COMMITTEE						
SELECT PORTFOLIO	Forecast Spend at Outturn	Slippage Brought Forward	Total Approved Budget 2017/18	Forecast Capital Slippage to 2018/19	Revised Capital Budget 2017/18	Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	39,236	15,302	44,581	(5,345)	39,236	0
Adult	2	0	2	0	2	0
Economic & Development	458	966	966	(458)	509	(51)
Strong Communities	8,049	1,100	9,096	(1,027)	8,069	(20)
Capital Schemes Total 2017-18	47,745	17,368	54,645	(6,829)	47,816	(71)

Capital Outturn

3.3.1 In the main Service Managers consistently maintain that their spending will accord exactly with the budgets available to them.

So capital expenditure at month 7 is predominantly being forecast to budget once slippage is accounted for. There is £51k construction saving on the Solar Farm scheme and £25k within County Farm Maintenance due to the postponement of a roof refurbishment.

3.3.2 There were further priorities acknowledged by Members during the capital budget consultation, where there is a commitment to invest but they weren't in a position to get member approval on as part of 2017-18 budget setting and required separate approval.

These were

- Monmouth Pool – commitment to reprovide the pool in Monmouth as a consequence of the Future schools programme
- Abergavenny Hub – commitment to reprovide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns
- Disabled Facilities Grants (DFGs) – the demand for grants is currently outstripping the budget
- City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and so would impact on the capital MTFP from 2018-19.
- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use.

Subsequently Members have added £300k to DFGs, absorbed E block work through property maintenance budget and received and approved a report into the reprovision of Monmouth pool. Consequently J block work, Abergavenny Hub and City deal contribution consideration sit outside 2017-18 capital programme.

3.4 Slippage to 2018-19

3.4.1 Total Provisional Slippage at Month 7 is £6,829k, of which £5,345k within CYP relates to Monmouth Comprehensive 21st Century Schools rebuild. Future Retention payments for the new Solar Farm account for the slippage in E&D of £458k. Car Park refurbishment for Granville Street of £251k (possible contaminated land) and £100k for new ticketing machines have been delayed. £115k is being slipped as a result of ongoing ecological surveys for a bridge reconstruction on the A465 at Livox. A major S106 scheme (£355k) that is projected to be slipped is for the Lion Street Highways Works.

3.5 Capital Financing and Receipts

3.5.1 Given the anticipated capital spending profile reported in para 3.3.1, the following financing mechanisms are expected to be utilised.

MCC CAPITAL FINANCING BUDGET MONITORING 2017-18 at Month 7 by FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Financing	Slippage Brought Forward	Total Approved Financing Budget 2017/18	Provisional Budget Slippage to 2018/19	Revised Financing Budget 2017/18	Forecast Capital Financing Variance 2017/18
	£000	£000	£000	£000	£000	£000
Supported Borrowing	2,241	0	2,402	(161)	2,241	0
General Capital Grant	1,462	0	1,462	0	1,462	0
Grants and Contributions	16,132	5,629	16,149	(17)	16,132	0
S106 Contributions	873	522	1,300	(427)	873	(0)
Unsupported borrowing	9,620	5,662	10,338	(667)	9,671	(51)
Earmarked reserve & Revenue Funding	197	302	359	(162)	197	(0)
Capital Receipts	17,220	5,253	22,635	(5,395)	17,240	(20)
Capital Financing Total 2017-18	47,745	17,368	54,645	(6,829)	47,816	(71)

3.6 Useable Capital Receipts Available

3.6.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2017/21 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000
Balance b/f 1 st April	18,935	3,549	204	1,048
Add:				
Receipts received in YTD	922			
Receipts forecast received	932	8,222	5,610	3,084
Deferred capital receipts	164	164	164	164
Less:				
Receipts to be applied	(17,240)	(11,567)	(509)	(509)
Set aside	0	0	(4,257)	(3,623)
Predicted Year end receipts balance	3,549	204	1,048	0
Financial Planning Assumption 2017/21 MTFP Capital Budget	608	0	5,156	4,861
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	4,157	204	(4,108)	(4,861)

3.6.2 The balances forecast to be held at the 31st March each year are generally lower than forecast in the MTFP. The expected slippage of LDP receipts has been offset by a delay in the set aside of capital receipts in the earlier years. The decrease of £4.0m remaining at 31st March 21 is due to the reduced capital receipt for the Abergavenny Cattle Market, which was replaced by £4.0m of deferred income to be received over 25 years.

3.6.3 The month 7 receipts activity for current year reflects a reduction of net £1million since month 2 report relating to likely deferment of Croesyceiliog County Hall receipt unlikely to be achieved before 2018-19, compensated in part by Govilon receipt being brought forward from 2018-19.

3.6.4 At Month 7, £5,395k of budgeted capital receipts are forecasted to slip therefore allowing the capital receipts already generated to finance the capital receipt budgeted expenditure on 21st Century Schools within the 2017-18 financial year.

3.6.5 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and would necessitate additional revenue savings annually to afford.

3.7 Reserves

Reserve Usage

3.7.1 Revenue and Capital monitoring reflects an approved use of reserves. At month 7, service managers' presumptions are to fully utilise the reserve funding conveyed to them in 2017-18 budget. Additionally there is proportion of 2016-17 reserve funded expenditure that was approved by Members on 6th June to transfer into 2017-18. This wasn't formally vired into the ledger during the monitoring period involved, so is shown as a separate column in the forecast year end position below.

Summary Earmarked Reserves Month 7 2017-18					
Earmarked Reserves	Apr-17	Revenue Approved Usage		Capital Usage	Mar-18
Name of Reserve		Replenishm't of Reserves	Draw on Reserves		
Invest to Redesign	-960,943	-136,569	204,163	0	-893,349
IT Transformation	-727,784		153,500	11,823	-562,461
Insurance & Risk Management	-1,083,295				-
Capital Receipt Generation	-347,511		142,444		1,083,295
Treasury Equalisation	-990,024				-205,067
Redundancy & Pensions	-795,297		298,484		-990,024
Capital Investments	-775,522			145,185	-496,813
Priority Investments	-1,000,171		556,420		-630,337
Museum Acquisitions	-56,760				-443,751
Elections	-133,183	-25,000	100,000		-56,760
Grass Routes Buses	-184,391	-5,000		38,307	-58,183
Sub Total	-7,054,881	-166,569	1,455,011	195,315	5,571,124
Restricted Use Reserves					
Youth Offending Team	-273,567				-273,567
Building Control Trading	-25,987				-25,987
Outdoor Education Centres	-190,280		41,000		-149,280
Plant & Equipment (Highways)	-75,000				-75,000
Homeless Prevention Fund	-4,619				-4,619
Rural Development Plan	-86,471				-86,471
CYP Maternity	-93,590				-93,590
Total Earmarked Reserves	-7,804,395	-166,569	1,496,011	195,315	6,279,638

3.4.2 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design. Replenishment of earmarked reserves is considered at year end, subject to a favourable outturn position and if necessary redistribution of reserves will ensure positive balances are available to meet the following year's requirement.

3.4.3 Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact.

Schools Reserves

3.4.4 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing the school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools. The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school.

3.4.5 Our Fairer Funding Regulations adopted by Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed last year to allow licensed deficits where a recovery plan is agreed and followed. However this flexibility only extended as far as there being a collective schools reserve surplus i.e.

“There is an arrangement in place whereby schools are allowed to plan for a deficit budget funded by a collective surplus of school balances held by the authority on behalf of schools.”

3.4.6 As a consequence of month 2 monitoring report, CYP colleagues prepared a Cabinet report requesting that this consideration be temporarily withdrawn i.e.

- *Members allow an exception to the breach of the Fair Funding (Scheme for Financing Schools) Regulations for the financial year 2017-18.*

On the basis that

- *The deficit projected at the beginning of the year was £608,000, at the end of month 2 this had reduced to £428,000. The collective deficit will not exceed the budget position of £608,000.*

That report went on to reassure Cabinet that,

The actions that the Local Authority have put in place are detailed below:

- *Immediate work with all schools has ensured that the month 2 report details an improvement in the school balances of £180,000.*
- *All schools with a significant deficit have met with the Chief Officer for Children and Young People and relevant Finance officers. At these meetings the schools have outlined how they are intent to recover from the deficit with timescales.*
- *All recovery plans will be monitored on a monthly basis and Headteachers and Governing Bodies are held to account to ensure all the savings will be made.*
- *Where applicable the Cabinet Members for Finance and CYP will meet with schools in the autumn term to gain reassurance and an understanding of each recovery plan.*

3.4.5 The summary indicative outturn position based on month 7 activity is,

Opening reserves 2017-18 (Surplus)/Deficit	In Year position at Month 7 (Surplus)/Deficit	Projected carry forward at year end 2017-18 (Surplus)/Deficit	Change in reported Outturn position since month 2 (Surplus)/Deficit
(268,786)	823,090	554,304	126,321

3.4.5 Whilst the month 7 forecast indicates a worsening situation than that reported at month 2, it is still below the worse case deficit parameter of £608,000 reported to Cabinet by £54,000.

Appendix 2 indicates the forecast position for each school, together with an indication of the recovery plan targets agreed between Governing bodies and local education authority colleagues, as per a request of CYP Select.

As a result of which:

- It is evident that 3 schools that started the year in significant deficit still do not have agreed recovery plans, which remains a significant concern given the reassurance provided to Cabinet;
- Similarly 4 schools indicate an adverse situation worse than the recovery plan target for current year;
- Conversely 2 show an improved position over and above the recovery plan agreed; and
- Pleasingly 3 schools exhibit a forecast movement back into a surplus position before the end of the financial year. Should that be the case, potential credit is due to Chepstow Comprehensive, St Mary's and Thornwell Primary schools.

3.4.8 It remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional focus by schools to address the need to remain within budget going forward rather than passporting the consequences to their reserves, given that collective flexibility is now pretty much exhausted.

4 OPTIONS APPRAISAL

4.1 Not applicable.

5 EVALUATION CRITERIA

5.1 Not applicable. Budget monitoring and forecasting information is provided periodically throughout the financial year, culminating in an outturn position following year-end. Evaluation is therefore continuing and ongoing and is consequently reflecting in future budget setting considerations.

6 REASONS

6.1 To improve budget monitoring and forecasting information being provided to Senior Officers and Members.

7 RESOURCE IMPLICATIONS

7.1 As contained in the report.

8 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

8.1 The decisions highlighted in this report have no equality and sustainability implications.

9 CONSULTEES

Strategic Leadership Team
All Cabinet Members
All Select Committee Chairman
Head of Legal Services
Head of Finance

10 BACKGROUND PAPERS

Outturn Monitoring Reports (Period 2), as per the hyperlink provided

<http://corphub/initiatives/Budgetmon/20172018/Forms/Q2.aspx>

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Appendices (attached below)

Appendix 1 Mandated Savings Progress Report









Appendix 2 School Reserves

APPENDIX 1






Disinvestment by Directorate 2017-18	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD	Traffic Light based Risk Assessment	ASSESSMENT of Progress
REVENUE MONITORING 2017-18	£000	£000	£000	£000	£000	£000	£000	
Children & Young People	(395)	(395)	(395)	0	0	0		
Social Care & Health	(627)	(627)	(628)	0	0	0		
Enterprise	(84)	(84)	(83)	0	0	0		
Resources	(266)	(257)	(236)	0	(30)	0		
Chief Executives Units	(1,224)	(955)	(992)	0	(29)	(205)		
Corporate Costs & Levies	(118)	(118)	(98)	0	(20)	0		
Appropriations	(1,708)	(1,708)	(1,648)	0	0	(60)		
Financing	(885)	(885)	(885)	0	0	0		
DIRECTORATE Totals	(5.308)	(5.029)	(4.965)	0	(79)	(265)		

Children & Young People	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Resources	(150)	(150)	(150)					
Resources - Removal of training budget	(8)	(8)	(8)					
Resources - Loss of 3 posts within support services	(70)	(70)	(70)					
Resources - Removal of professional fees for the directorate	(8)	(8)	(8)					
Early Years - To remove the funding provided to childcare voluntary organisations - Wales PPA, Mudiad Meithrin & Clybiau Plant Cymru Kids' Club.	(15)	(15)	(15)					
ALN - Reduce the Independent Special School Budget	(50)	(50)	(50)					on target, but a fairly volatile service
Other - Reduction in pupil numbers	(81)	(81)	(81)					
Other - Reduction in contribution required by EAS	(14)	(14)	(14)					
CHILDREN & YOUNG PEOPLE Budgeted Savings Total	(395)	(395)	(395)	0	0	0		

Social Care & Health	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Adult Social Care Service Transformation	(200)	(200)	(200)					
Adults - Parity on pricing structure between day service and community meals	(25)	(25)	(25)					
Adults - Development of café at Mardy park and establish private and business partnerships to develop catering services	(2)	(2)	(2)					
Adults - Hire of Mardy Park outside or core hours	(1)	(1)	(1)					
Adults - Restructure finance and benefits advice team to replace 2 posts on lower grades	(16)	(16)	(16)					
Adults - Reduce IT Development budget	(10)	(10)	(10)					
Adults - alignment of welfare benefits information, advice and assistance services	(13)	(13)	(13)					
Adults - Detailed Contract Review	(56)	(56)	(56)					
Adults - Terminate room rental in Abergavenny	(4)	(4)	(4)					
Adults - Changing transport practice. two types of transport savings:- mileage incurred by staff to transport service users, and cost of providing transport	(27)	(27)	(27)					
Adults - Review of transport policy to support people who can transport themselves	(32)	(32)	(32)					
Adults - explore live in carer rather than hourly cost via care agency	(47)	(47)	(47)					
Adults - income generation from MDMY	(3)	(3)	(3)					
Public Protection - training provided during core time rather than over time	(7)	(7)	(7)					
Public Protection - FSA Grant for food safety management work	(7)	(7)	(7)					
Public Protection - Start charging for health export certificates	(3)	(3)	(3)					
Public Protection - food standards sampling grant	(1)	(1)	(1)					

Social Care & Health	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Public Protection - Implement "buy with confidence" trader approval scheme	(3)	(3)	(3)					
Public Protection - Regional Animal Health Coordination	(3)	(3)	(3)					
Public Protection - WHoTS Coordination - recharge	(3)	(3)	(3)					
Public Protection - Set up Primary Authority Partnership scheme for TS proactive work	(2)	(2)	(2)					
Public Protection - Restructure of licensing team	(6)	(6)	(6)					
Public Protection - Increase charge for marriages at Old Parlour Usk	(1)	(1)	(1)					
Public Protection - Increase cost of certificates of "priority certificates"	(6)	(6)	(6)					
Social Services income charge rise	(150)	(150)	(150)					
SOCIAL CARE & HEALTH Budgeted Savings Total	(627)	(627)	(628)	0	0	0		

Enterprise	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Development Plans - Reduce 'Premises' budget line	(2)	(2)	(2)					
Development Plans - End membership of Severn	(3)	(3)	(3)					
Development Plans - Reduce 'Photocopying' budget	(2)	(2)	(2)					
Development Plans - Reduce 'Postage' budget line	(1)	(1)	(1)					
Development Plans - Reduce 'Advertising' budget	(1)	(1)	(1)					
Development Plans - Reduce 'Professional Fees' budget	(8)	(8)	(8)					
Development Management - Additional fee income from pre-application advice fee charges	(5)	(5)	(5)					Although Devel Mngt are overspending as a whole this saving will be achieved. The over spend is due to a decline in general planning app income.
Development Management - Move towards paperless planning files and consultations; reduction in copying and printing and postage	(5)	(5)	(5)					Although Devel Mngt are overspending as a whole this saving will be achieved. The over spend is due to a decline in general planning app income.
Development Management - Additional fee income from i) a new Fast Track pre-application advice service and ii) a new Fast Track applications service for householder	(2)	(2)	(2)					Although Devel Mngt are overspending as a whole this saving will be achieved. The over spend is due to a decline in general planning app income.
Development Management - Fee income from a new Completion certificates service for developers or solicitors/ householders buying and selling their home	(2)	(2)	(2)					Although Devel Mngt are overspending as a whole this saving will be achieved. The over spend is due to a decline in general planning app income.
Development Management - Reduce Professional & Specialist Fees budget (D080)	(9)	(9)	(9)					Although Devel Mngt are overspending as a whole this saving will be achieved. The over spend is due to a decline in general planning app income.

Enterprise	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Building Control - Reduce supplies and services budget (£33k) by £2,638	(3)	(3)	(3)					
Housing - Decision already made to end the joint/shared Housing Solutions Service with TCBC and re-align the service to an MCC only focus.	(20)	(20)	(20)					Although Housing are overspending as a whole this saving will be achieved
Housing - Replace Flare grants software with Ferret software	(6)	(6)	(6)					Although Housing are overspending as a whole this saving will be achieved
Housing - Continue to tackle the use of B & B through increased prevention and private sector housing development	(8)	(8)	(8)					Although Housing are overspending as a whole this saving will be achieved
Housing - Re-structure of Housing Renewal team	(6)	(6)	(6)					Although Housing are overspending as a whole this saving will be achieved
ENTERPRISE Budgeted Savings Total	(84)	(84)	(83)	0	0	0		

Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Garden waste income	(50)	(50)	(50)					Been achieved
Communities, Hubs, Libraries - Re-structure of management level of Community hubs and SLS	(52)	(52)	(52)					
Communities, Hubs, Libraries - Cease the purchase and rental of DVD's	(4)	(4)	(4)					
Communities, Hubs, Libraries - Amalgamation of SLS supporting posts from 2 into 1	(34)	(34)	(34)					
Contact Centres - Reduction of staff (Information Officer) by half a post	(14)	0	0		(14)			Delayed restructure - still under review
Legal - Colleague reducing days	(31)	(31)	(31)					
Policy - Reduce capacity of team by deleting some posts and replacing them with posts with reduced responsibilities and working hours	(13)	(13)	(13)					
Community Safety - Reduce the purchase and maintenance capability for CCTV equipment and repairs to existing system.	(2)	(2)	(2)					
Partnerships - £5,900 non staff costs can be made through removal of professional fees and licenses	(6)	(6)	(6)					
Communications - Reducing the budget for a post to a budget of £8,841 (this post is currently being filled by contractors on a day rate of £250 per day).	(18)	(18)	(18)					
PTU - Collaboration of passenger transport units with Newport CC(saving taken in 15/16 for management support this is in addition through restructuring)	(15)	(15)	(15)					Although PTU is overspending as a whole this saving will be achieved





Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Fleet - To withdraw from renting Severn Bridge Social Club car park, Bulwark.	(9)	(9)	(9)					
Fleet - To decrease general contracts maintenance budget	(5)	(5)	(5)					
Fleet - Proactively market the scheme with a view to increase numbers.	(7)	(7)	(7)					
Fleet - Restructure/redesign within the Transport Section (posts)	(9)	(9)	(9)					
Fleet - Savings on spare parts	(12)	(12)	(12)					
Fleet - Savings on consumables & outside contract work	(21)	(21)	(21)					
Waste - Charge schools for the full cost of their waste collections and disposal	(30)	0	0			(30)		All schools in the South of the County have found alternative contractors. The service has reported a £115k pressure with trade waste to which this contributes.
Waste - Reduce scheduled cuts and maintenance of Monmouth sports grounds to level of original lease agreement	(15)	0	0		(15)			This has not yet happened as it has been difficult to engage with the sports associations. Service is attempting to manage the pressure in budget
Waste - Project Gwyrdd annuity payment from WG for 17-18	(70)	(70)	(70)					Achieved
Waste - Increase bulky waste collection charges by 50% (£12 to £18) and reduce our contribution to Homemakers accordingly	(10)	(10)	(10)					Achieved through negotiation with Homemakers
Waste - Additional income from trade waste	(10)	0	0			(10)		Not achieved - see comment above
Waste - Managing impact of reduced activity/ income on tree works	(24)	(24)	(24)					Vacancy not yet released from budget so carrying pressure but trying to manage within resources at this stage

Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Highways - reduction in maintenance budget to reflect impact of investment in new (led) lanterns	(8)	(8)	(8)					
Highways - reduce pumping station maintenance budget	(2)	(2)	(2)					
Highways - rsl veb1000 recycling plant : in place and operational saving	(14)	(14)	(14)					
Highways - welfare units : in place and operational saving	(10)	(10)	(10)					
Highways - overtime back office : adjust start and finish times	(2)	(2)	(2)					
Highways - sim cards : review and reduce where not required	(2)	(2)	(2)					
Highways - review all wales tenders : subject to 2nd layer of reducing cost	(2)	(2)	(2)					
Highways - reduction in salt budget to reflect reduced usage over recent years. stock levels remain constant (budget pays for what is used rather than what is stocked). actual usage in year may result in overspend depending upon weather conditions	(20)	(20)	(20)					
Highways - bartering / hiring kit : partnerships with ncc / tcbc	(4)	(4)	(4)					
Highways - reduction in response budget to reflect reduced winter maintenance (response to snowfall) in recent years. actual conditions during the winter will remain at current standards but a risk of resulting overspend exists	(10)	(10)	(10)					

Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Highways - review all wales tenders : subject to 2nd layer of reducing cost	(2)	(2)	(2)					
Highways - cross hire within ops : use in house kit before hire	(1)	(1)	(1)					
Highways - external hire	(2)	(2)	(2)					
Highways - fill structure : release additional hours being worked	(3)	(3)	(3)					
Highways - reduce the amount of scrim investigations undertaken each year.	(3)	(3)	(3)					
Highways - reduce the amount of revenue structures maintenance undertaken each year.	(41)	(41)	(41)					
Highways - to increase road closure charges by 50% and recover costs against appropriate capital scheme	(20)	(20)	(20)					
Highways - to increase skips, scaffolding licences and street name & numbering fee by 50% in 2016/ 2017	(10)	(10)	(10)					
Highways - to extend charges to other services (to be identified by working group)	(7)	(7)	(7)					
Property Services - Train existing staff to carry out risk assessments	(25)	(25)	(25)					
Property Services - To withdraw the 60% of the Corporate Procurement Training budget.	(6)	(6)	(6)					
Property Services - Non replacement of Shared Facilities Manager, following resignation. (£11,500 saving)	(7)	(7)	(7)					

Chief Executive's Unit	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Property Services - Mouton House Restructure	(19)	(19)	(19)					
Property Services - Increase School meal price from £2.00 to £2.10 (5p already in MTFP)	(21)	(21)	(21)					
Property Services - flexible retirement, reduced 5 days to 3	(11)	(11)	(11)					
Property Services - Vehicles – reduction in leasing costs for courier vehicles	(2)	(2)	(2)					
Property Services - Press Notices – cease advertising Bank Holiday office closures in the Press	(3)	(3)	(3)					Found through alternative method, delayed until April 2018
Property Services - Refreshment provision – cease providing refreshment supplies	(1)	(1)	(1)					Found through alternative method, delayed until April 2018
Property Services - Increase the time between risk assessments for Legionella, Asbestos, Fire & Glazing from the current 2/3 years to minimum of 5 years	(10)	(10)	(10)					
Property Services - 10% reduction in corporate building maintenance reactive budget	(54)	(54)	(54)					
Property Services - Realignment of budget for previous efficiencies achieved	(15)	(15)	(15)					
Recycling Plant	(70)	(70)	(70)					
Whole Place	(100)	0	(35)		0	(65)		Restructure has only found part of the savings required.
Pension Contribution Savings	(160)	(160)	(160)					
Procurement Savings	(100)	0	0			(100)		Procurement savings have yet to be identified. A report from V4 has been commissioned to identify procurement initiatives that could be actioned to improve compliance, quality and vfm but no action has taken place as yet.
CHIEF EXECUTIVES' UNIT Budgeted Savings Total	(1,224)	(955)	(992)	0	(29)	(205)		

Resources	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Finance - Delete two part time vacant posts from structure (Cashiers & Systems)	(31)	(31)	(31)					
Finance - Revise and reduce the structure of the Benefits Shared service thereby reducing MCC's annual contribution	(20)	(20)	(20)					
Finance - Reduce the Sections budget for postage costs to reflect the planned shift to automation, email and self service through the web	(6)	(6)	(6)					Savings achieved through other means
Finance - Release savings from Security Carrier tender evaluation	(10)	(10)	(10)					
Finance - Cancel contract for folding machine maintenance to reflect reduced mail in 5.3 and planned moved to outsourcing of mail to Canon	(4)	(4)	(4)					Savings achieved through other means
Finance - Savings in insurance fees and studies	(30)	(30)	(30)					
Finance - Cut the budget for consultancy across the Division	(22)	(22)	(22)					
Finance - Reduce the number of cases referred to external Enforcement Agents	(5)	(5)	(5)					
Finance - Training budget internal audit	(7)	(7)	(7)					
Digital - Reduction in Enterprise Agreement	(13)	(13)	(13)					
Digital - General reduction in laptop replacement budget	(30)	(30)	(30)					
Digital - Specific Server virtual management software no longer required, using existing software to remove cost	(23)	(23)	(23)					
Estates - Removal of Assistant Markets Officer Post	(23)	(18)			(23)			Delayed restructure
Estates - Community Development Officer - 3 to 2 days	(7)	(3.5)			(7.0)			Delayed restructure

Resources	2017/18 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
	£000	£000	£000	£000	£000	£000	£000	
Estates - Facilities Officer reduced hours	(16)	(16)	(16)					
Estates - Savings from Solar Farm	(9)	(9)	(9)					
People, HR - Generate income from selling training	(5)	(5)	(5)					
People, HR - Stop producing paper payslips for schools and move to electronic payslips	(5)	(5)	(5)					
RESOURCES Budgeted Savings Total	(266)	(257)	(236)	0	(30)	0		

Corporate Costs & Levies	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
Crematoria Income	(98)	(98)	(98)					on target
Grant Audit Fees	(20)	(20)	0		(20)			Kerbcraft audit work cancels effect of saving
CORPORATE COSTS Budgeted Savings Total	(118)	(118)	(98)	0	(20)	0		
Appropriations	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
MRP Supported borrowing	(1,536)	(1,536)	(1,536)					on target
Headroom in appropriations	(12)	(12)	(12)					on target
Solar Farm income	(160)	(160)	(100)			(60)		Tariffs for energy produced less than business case
APPROPRIATIONS Budgeted Savings Total	(1,708)	(1,708)	(1,648)	0	0	(60)		
Financing	2017/18 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
Reduced demand for CTRS payments	(370)	(370)	(370)					on target
CT Base, rate & number of properties	(515)	(515)	(515)					on target
FINANCING Budgeted Savings Total	(885)	(885)	(885)	0	0	0		

SCHOOL RESERVES POSITION

APPENDIX 2

	Opening reserves 2017-18 (Surplus)/Deficit	In Year position at Month 7 (Surplus)/Deficit	Projected carry forward at year end 2017-18 (Surplus)/Deficit	Change in reported Outturn position since month 2 (Surplus)/Deficit			Recovery Plan Y/E target balance 2017-18	Recovery Plan Y/E target balance 2018-19	Recovery Plan Y/E target balance 2019-20	Recovery Plan Y/E target balance 2020-21	Recovery Plan Y/E target balance 2021-22
Abergavenny cluster											
E003 King Henry VIII Comprehensive	139,355	107,272	246,627	(55,073)							
E073 Cantref Primary School	(52,766)	12,043	(40,723)	(12,615)							
E072 Deri View Primary School	(27,297)	25,586	(1,711)	56,457							
E035 Gilwern Primary School	(39,636)	5,729	(33,907)	(16,474)							
E037 Goytre Fawr Primary School	(25,371)	25,370	(1)	(7,740)							
E003 Llanfoist Fawr Primary School	(68,056)	42,110	(25,946)	8,708							
E004 Llantillio Pertholey CiW Primary School (VC)	(20,967)	20,765	(202)	0							
E005 Llanvihangel Crucorney Primary School	3,117	13,370	16,487	(8,999)		6,350	(4,857)				
E090 Our Lady and St Michael's RC Primary School (VA)	(45,505)	45,417	(88)	6,555							
E067 Ysgol Gymraeg Y Fenni	(48,966)	19,883	(29,083)	3,585							
Caldicot cluster											
E001 Caldicot School	(33,736)	169,544	135,808	138,119							
E068 Archbishop Rowan Williams CiW Primary School (VA)	(49,657)	20,226	(29,431)	(2,997)							
E094 Castle Park Primary School	46,115	10,093	56,208	16,843		36,188	18,544	11,002	5,435	(568)	
E075 Dewstow Primary School	(90,125)	(3,019)	(93,144)	(54,321)							
E034 Durand Primary School	(53,931)	8,962	(44,969)	(7,567)							
E048 Magor CiW Primary School (VA)	(35,179)	44,475	9,296	33,136							
E056 Rogiet Primary School	(34,184)	12,365	(21,819)	(12,050)							
E063 Undy Primary School	50,037	(19,041)	30,996	7,302		39,871	8,023	(4,367)			
E069 Ysgol Gymraeg Y Ffin	67,410	27,835	95,245	12,354		87,891	75,056	74,344			

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Service colleagues met with the school, governors and Cabinet members earlier this month. It was agreed that additional work was required by the school which will be presented to us in Jan.

This is the first time a deficit has been forecasted. Therefore a recovery plan will now be immediately requested.

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Chepstow cluster										
E002 Chepstow School	81,068	(97,588)	(16,520)	(14,128)	(2,392)					
E091 Pembroke Primary School	(8,826)	1,063	(7,763)	(3,515)						
E057 Shirenewton Primary School	(87,369)	(21,568)	(108,937)	(35,118)						
E058 St Mary's Chepstow RC Primary School (VA)	13,192	(16,225)	(3,033)	(11,189)	(525)					
E060 The Dell Primary School	(46,094)	21,637	(24,457)	0						
E061 Thornwell Primary School	20,534	(27,341)	(6,807)	5,171	(11,978)					
Monmouth cluster										
E004 Monmouth Comprehensive	100,573	265,000	365,573	50,055		Service colleagues met with the school, governors and Cabinet members earlier this month. It was agreed that additional work was required by the school which will be presented to us in Jan.				
E032 Cross Ash Primary School	(45,620)	9,096	(36,524)	(10)						
E092 Kymin View Primary School	(10,294)	(5,580)	(15,874)	(10,529)						
E030 Llandogo Primary School	9,736	7,161	16,897	5,407	13,176	(1,141)	(12,393)			
E024 Osbaston CiW Primary School (VC)	(18,570)	18,079	(491)	15,506						
E051 Overmonnow Primary School	(3,959)	16,849	12,890	13,450		This is the first time a deficit has been forecasted. Therefore a recovery plan will now be immediately requested.				
E055 Raglan CiW Primary School (VC)	111,977	54,207	166,184	13,867		Plan is currently being reviewed with the newly appointed Head Teacher. A formal recovery plan is to be presented by the school before end of this term.				
E062 Trellech Primary School	(85,762)	10,271	(75,491)	(6,732)						
E064 Usk CiW Primary School (VC)	(56,108)	41,235	(14,873)	(8,993)						
	(344,862)	865,281	520,419	118,465						
Special Schools										
E020 Mounton House Special School	142,417	(75,670)	66,747	(14,504)	87,835	28,968	(19,747)			
E095 PRU	(66,340)	33,479	(32,861)	22,360						
	76,077	(42,191)	33,886	7,856						
	(268,786)	823,090	554,304	126,321						

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SUBJECT:	WELSH CHURCH FUND WORKING GROUP
MEETING:	Cabinet
DATE:	10th January 2018
DIVISIONS/WARD AFFECTED:	All

1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 5 of the 2017/18 financial year held on the 14th December 2017.

2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded as per the schedule of applications.

SCHEDULE OF APPLICATIONS CONSIDERED 2017/18 – MEETING 5.

- (1) The Kids Cancer Charity Church requested £500 to assist in the provision of respite breaks for up to 150 families whose children are affected by Cancer.

Recommendation – £500 awarded to enable the provision of respite breaks to Monmouthshire families whose children are affected by cancer

- (2) Friends of Castle Park Primary requested £2,750 to assist in the provision of an outdoor classroom to enable schoolchildren to fully engage with environmental and nature related learning experiences taught through interactive learning and topical instruction.

County Councillor D. Evans declared a non-prejudicial personal interest as signatory of the application Item 2 - Friends of Castle Park Primary School.

Recommendation - £1,000 awarded to assist the community group in the provision of a long-term educational asset for the benefit of future generations.

- (3) Homemakers Community Recycling requested £1,500 for assistance in the construction of two new workshops to upcycle and recycle furniture to provide better furniture for affected families in hardship.

Recommendation - £1,500 awarded to assist this Monmouthshire Community Charity to develop assets to provide re-cycled furniture to disadvantaged Monmouthshire residents.

3. KEY ISSUES

The nature of the request in each case is set out in the attached schedule.

4. OPTIONS APPRAISAL

Options available to the Committee are driven by the information only supplied by the applicants

5. EVALUATION CRITERIA

No evaluation criteria is applicable to the grant awarded by the trust

6. REASONS

Meeting took place on Thursday 14th December 2017 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule.

County Councillors in attendance:

County Councillor A. Webb (Chair)
County Councillor D. Evans (Vice Chair)
County Councillor S. Woodhouse

OFFICERS IN ATTENDANCE:

D. Jarrett Central Finance Officer

6.1 DECLARATIONS OF INTEREST

It was agreed that declarations of interest would be made under the relevant item if appropriate.

6.2 APOLOGIES FOR ABSENCE

County Councillor B. Strong
W. Barnard Senior Democracy Officer

6.3 CONFIRMATION OF REPORT OF PREVIOUS MEETING

The minutes of the meeting of the Welsh Church Fund Working Group held on Thursday 9th November 2017 were confirmed as an accurate record and signed by the Chairman.

7. RESOURCE IMPLICATIONS

A total of £3,000 was allocated at Meeting 5 of the Welsh Church Fund Committee. A remaining balance of £25,791 remains available for distribution within the 2017-18 financial year.

**8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS
(INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND
CORPORATE PARENTING):**

There are no Future Generations, equality, safeguarding, corporate parenting or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

9. CONSULTEES:

Senior Leadership Team
All Cabinet Members
Head of Legal Services
Assistant Head of Finance
Central Finance Management Accountant

10. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2017/18– Meeting 5 (Appendix 2)

11. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

12. CONTACT DETAILS

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e-mail: daveJarrett@monmouthshire.gov.uk

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WELSH CHURCH FUND - APPLICATIONS 2017/18

APPENDIX 2

MEETING 5: 14th December 2017

<u>ORGANISATION</u>	<u>ELECTORAL DIVISION</u>	<u>Signed by Councillor</u>	<u>REQUEST</u>	<u>DECISION</u>	<u>NATURE OF REQUEST</u>	<u>APPROX COST</u>	<u>DATE Received</u>	<u>D of I*</u>	<u>Comments</u>
NEW APPLICATIONS AWAITING DECISION			£	£		£			
1 Kids Cancer Charity	Severn	J Higginson	£500	£500	Funding required to assist in the provision of respite breaks for up to 150 families whose children are affected by Cancer	£89,472	20/11/17	No	Respite holidays are provided in caravans that are specifically adapted for children in wheelchairs that been weakened or disabled by illness.
2 Friends of Castle Park Primary	Westend	D Evans	£2,750	£1,000	Assistance in the provision of an outdoor classroom to enable schoolchildren to fully engage with environmental and nature related learning experiences taught through interactive learning and topical instruction.	£10,750	16/11/17	Yes	Parents have identified the need for further investment in the outdoor programme and to utilise a large outdoor area currently under-utilised in the winter months.
3 Homemakers Community Recycling	Llanwenarth Ultra	K Williams	£1,500	£1,500	Assistance in the construction of two new workshops to upcycle and recycle furniture to provide better furniture for hardship families.	£6,290	20/11/17	No	The new workshops will provide benefits in regard to improving the 100 volunteers skill set and producing more affordable furniture for the community. Recycling furniture sees a reduction in items being taken to landfill and raises funds for further sustainable recycling.
Late Application									
Deferred Applications									
SUB TOTAL Meeting 5			£4,750	£3,000					
Meeting 1 Award				6,660					
Meeting 2 Award				4,000					
Meeting 3 Award				2,000					
Meeting 4 Award				5,000					
Meeting 5 Award				3,000					
Meeting 6 Award				0					
TOTAL AWARDED FOR 2016/17 TO DATE				20,660					
BUDGET 2017/18				31,400					
BALANCE B/F TO 2017/18				£15,051					
Monmouthshire's Allocation for 2017/18				£46,451					
REMAINING BALANCE			£25,791						

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<p>Name of the Officer D Jarrett Phone no: 4657 E-mail: davejarrett@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 14th December 2017.</p>
<p>Name of Service Finance</p>	<p>Date Future Generations Evaluation 14th December 2017</p>


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1 Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive in relation to developing the skills and proficiencies of applicants</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive in the teaching of biodiversity and ecological issues through the provision of educational resources</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in that people's mental health and physical health is enhanced by a collective activity / process.</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being. Also, helping the environmental well-being of the community through preservation of history.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the community	
A more equal Wales People can fulfill their potential no matter what their background or circumstances	Positive in respect of helping people to achieve their potential irrespective of individual circumstances	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p>Involvement Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Encouraging the socializing of differing age groups through social provision	None	
Disability	No impact	None	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Encouraging religion through education at the point of delivery through the provision of enhanced facilities	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

5. What evidence and data has informed the development of your proposal?

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	January 2018	Welsh Church Fund	On target

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	The Payment of grants awarded to the successful applicants
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