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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

Dydd Mercher, 12 Gorffennaf
2017

Hysbysiad o gyfarfod

Pwyllgor Craffu Cwmunedau Cryf

Dydd Iau, 20fed Gorffennaf, 2017 at 10.00 am

AGENDA

**BYDD CYFARFOD CYN I AELODAU'R PWYLLGOR 30 COFNODION CYN I'R
CYCHWYN Y CYFARFOD**

Eitem ddim	Eitem	Tudalennau
1.	Ymddiheuriadau am absenoldeb	
2.	Datganiadau o Fuddiant	
3.	Fforwm Cyhoeddus Agored	
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10.	blaenraglen waith y Cabinet a Chyngor	123 - 138
11.	Cadarnhau dyddiad ac amser y cyfarfod nesaf	

Paul Matthews

Prif Weithredwr

CYNGOR SIR FYNWY

MAE CYFANSODDIAD Y PWYLLGOR FEL SY'N DILYN:

Cynghorwyr Sir:

J.Pratt
A. Webb
A.Davies
L.Dymock
L.Jones
R.Roden
L. Guppy
S. Howarth
V. Smith
A. Easson

Gwybodaeth Gyhoeddus

Mynediad i gopiâu papur o agendâu ac adroddiadau

Gellir darparu copi o'r agenda hwn ac adroddiadau perthnasol i aelodau'r cyhoedd sy'n mynychu cyfarfod drwy ofyn am gopi gan Gwasanaethau Democrataidd ar 01633 644219. Dylid nodi fod yn rhaid i ni dderbyn 24 awr o hysbysiad cyn y cyfarfod er mwyn darparu copi caled o'r agenda hwn i chi.

Edrych ar y cyfarfod ar-lein

Gellir gweld y cyfarfod ar-lein yn fyw neu'n dilyn y cyfarfod drwy fynd i www.monmouthshire.gov.uk neu drwy ymweld â'n tudalen Youtube drwy chwilio am MonmouthshireCC. Drwy fynd i mewn i'r ystafell gyfarfod, fel aelod o'r cyhoedd neu i gymryd rhan yn y cyfarfod, rydych yn caniatáu i gael eich ffilmio ac i ddefnydd posibl y delweddau a'r recordiadau sain hynny gan y Cyngor.

Y Gymraeg

Mae'r Cyngor yn croesawu cyfraniadau gan aelodau'r cyhoedd drwy gyfrwng y Gymraeg neu'r Saesneg. Gofynnwn gyda dyledus barch i chi roi 5 diwrnod o hysbysiad cyn y cyfarfod os dymunwch siarad yn Gymraeg fel y gallwn ddarparu ar gyfer eich anghenion.

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.

Public Document Pack Agenda Item 4

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Strong Communities Select Committee held at County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 15th June, 2017 at 10.00 am

PRESENT: County Councillor J.Pratt (Chairman)
County Councillor A. Webb (Vice Chairman)

County Councillors: L. Guppy, A. Easson, A.Davies, L.Jones, L.Dymock, R.Roden and V. Smith

Also in attendance County Councillor(s): L. Brown, R. Edwards and R. Harris.

OFFICERS IN ATTENDANCE:

David Jones	Head of Public Protection
Huw Owen	Specialist Environment Health Officer
Gareth Walters	Trading Standards & Animal Health Team Leader
Roger Hoggins	Head of Operations
Mark Howcroft	Assistant Head of Finance
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

1. To note the appointment of the Select Chair

County Councillor J. Pratt was appointed as the Chair of the Committee.

County Councillor J. Pratt took the opportunity to thank the Committee's previous Chair, County Councillor Simon Howarth and Scrutiny Manager Hazel Ilett for their hard work and assistance in handing over the Chair of the Committee. County Councillor J. Pratt also praised the work of the committee which had been undertaken during the previous administration.

County Councillor J. Pratt reminded the members that this is an a-political committee and hoped that members would respect this.

2. Appointment of Vice Chair

County Councillor A. Webb was appointed Vice Chair of the committee.

3. Apologies for absence

None.

4. Declarations of Interest

None received.

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5. Open Public Forum

The Committee was joined by Mr Peter Sutherland, representing Llanbadoc Community Council who addressed the Select Committee raising the following points;

- The grass cutting at Usk Island carpark is excellent.
- Working with officers of MCC there has been interim gate locking at the Usk Island carpark. The new burger van and gate locking system will be in place by the end of June.
- Dissatisfaction was raised that subsequent to the meeting three months prior regarding the issue of speeding at Llanbadoc no action had been taken.

The Head of Operations replied that work had not progressed and asked that the issue is referred back to the Road Safety Task and Finish Group.

- There is a container park opposite the Usk Island, which now has a marquee erected. Mr Sutherland has been told that people are sleeping overnight on site.

The Head of Operations advised that he would speak to officers in planning to ascertain the status of the site.

Mr Sutherland asked for action rather than further meetings as the issue does not appear to have progressed.

County Councillor L. Brown, a non-committee member, spoke of areas of the County having Community Speed watch schemes and voiced her frustration of the Police's comments that they would not run community speed watch schemes whilst the review was taking place. County Councillor L. Brown felt that the Police were using the review as an excuse for inaction.

6. To confirm minutes of the previous meeting held on the 6th April 2017

The minutes of the Strong Communities Select Committee dated 6th April 2017 were confirmed and signed by the Chair.

7. Public Protection 2016/17 performance report

Context:

To undertake scrutiny of service delivery across Public Protection services in 2016/17, with comparison to previous years. The Public Protection division comprises of Environmental Health, Trading Standards & Animal Health and Licensing.

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Key Issues:

Cabinet approved a report in March 2014 recommending budget reductions to Public Protection services for 2014/15 and subsequent years. In January 2015 Cabinet asked for Public Protection performance to be reviewed regularly by this Committee to assess any negative impacts. As a consequence six monthly reports have been provided to Strong Communities Select committee, together with annual reports to Licensing & Regulatory committee.

The report summarises performance over the twelve months of 2016/17, and highlights the following –

- The four service teams, for the vast majority of the services they deliver, meet the Authority's legal obligations in relation to Public Protection services.
- There have been some notable successes in 2016/17, for example improving food safety and animal feed compliance, supporting major developments (A465) and events (Eisteddfod, Abergavenny Food Festival, etc.).
- As detailed in Appendix A, most proactive and reactive work is being carried out professionally, within prescribed response times. There are only a few exceptions, due to increased demand, e.g. some slippage in housing and private water inspections, which will be improved for 2017/18.
- Annual reports will continue to be made to this Committee to assess performance over time, and help inform future priorities noting the competing demands.
- Services may struggle to take on any new statutory duties that protect the public and the environment, and therefore funding must be sought to support any new work. In addition, where work is onerous on Officer time, funding will be pursued from major developers, etc.
- Future strategies for sustaining Public Protection services will be developed, (to include further income generation and collaboration), locally, regionally and nationally.

Member Scrutiny:

In respect of landlord harassment a Member asked how the new provisions in the Housing Wales Act 2014 would help tenants. The Member spoke of incidents locally where letting agents collecting rent allows landlords to step back from their responsibilities.

A Member asked if the large number of outside agencies resulted in overlapping of work.

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Considering the volume and scope of their remit and in view of the recent budget cuts, a Member praised and commended the Officers for the high quality of their work.

Whilst on the subject of rental properties a Member asked who responsibility it was to fit a fire alarm, in response we were told that this was the responsibility of the landlord.

In regard to category two hazards, damp and mould, a Member asked if the legislation in Wales allowed for tenants to take statutory nuisance action under the Environmental Protection Act.

A Member questioned if the issue with damp and mould could be a result of lifestyle rather than the building. The Officer confirmed that this was very often the case.

The issue of dog fouling was raised by a Member who had experienced dog fouling on a local football pitch. The Member commented that 'give dog fouling the red card' signs were in the vicinity but expressed concerns that the message of dog fouling was not clear enough and that members of the public were confused by the signs, some of which thought the signs related to football.

Committee's Conclusion:

The Committee considered the Public Protection Performance report 2016/17.

Members commented that at future committees it would be best to focus on a limited number of topics, approximately two or three or three, to provide further value to service prioritisation.

It was decided that officers will be guided by Members as to their particular areas of interest.

8. Progress Report on WAO Recommendations on Kerbcraft

Context:

Prior to submission to Cabinet, to provide Strong Communities Select Committee members with an update on the action plan approved by Council on the 20th March 2017.

Key Issues:

1. Following a review by Wales Audit Office (WAO) of the provision of kerbcraft training by MCC staff on behalf of Welsh Government an action plan was reported to Council in March 2017.

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2. Appendix 1 replicates the action plan but in italics under relevant headings an update is provided.
3. One of the actions requires the preparation and implementation of new procedures for the provision of kerbcraft training and that the future operating model be reported to Cabinet. This report offers Strong Community Select Committee members the opportunity to review the report before it is presented to Cabinet.
4. During March and April officers reviewed previous and current working arrangements and developed a new procedure for the provision for kerbcraft training.
5. The new policy and working procedures are provided in appendices 2,3 and 4. However the following points are brought to members' attention.
6. A major weakness highlighted by WAO was the control and recording of volunteers that supported MCC in the training of children at each school.
7. Since WAO expressed concern over the management of volunteers in August 2016 none has been used and all kerbcraft training has been provided by MCC kerbcraft trainers occasionally with assistance from school support staff.
8. The new procedure limits the use of volunteers to six at any one time so the checking and recording of safeguarding information relating to the volunteers becomes much more straightforward (previously records for up to 80 volunteers were required).
9. This change in procedure along with clear instructions on how the scheme is to be delivered will offer greater confidence that safeguarding is controlled in the provision of this service.

Member Scrutiny:

A Member praised the quick action taken by MCC officers and commended the policy as one which will improve MCC's quality and standards.

Members sought clarity on the current position of the scheme and we were told that at present the scheme is being run with paid officers (one full time and two part time) and the use of volunteers suspended.

Officers were told that feedback Members had received on the scheme had been entirely positive.

A Member raised the fact that in their report the Wales Audit Office felt that they had been misled and sought reassurance that this has been investigated and resolved.

In terms of delivery Members sought clarification on service provision and we were advised that in addition to the permanent officers there will be a team of six volunteers who will travel throughout the County delivering the training.

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Committee's Conclusion:

The Chair stressed the importance of safeguarding children and young people and appreciated the progress made against various arrangements within the action plan reported to Council on the 20th March 2017.

The new policy and procedure checklist for the provision of kerbcraft training was scrutinised and found to be a vast improvement. The Members of the Committee were happy to recommend this progress report to Cabinet.

9. Revenue and Capital Monitoring 2016/17 Outturn Statement

Context:

The purpose of this report is to provide Members with information on the revenue outturn position of the Authority at the end of reporting period 4 which represents the financial outturn position for the 2016/17 financial year.

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.

Key Issues and recommendations proposed to Cabinet:

1. That Members consider a net revenue outturn underspend of £884,000, an improvement of £805,000 on quarter 3 outturn predictions.
2. Members consider a capital outturn spend of £40.03m against a revised budget of £40.98million, after proposed slippage of £17.5 million, resulting in a net underspend of £951k.
3. Consider and approve the £17.5m capital slippage recommended (detailed in appendix 2), paying attention to those schemes described in para 3.3.6 where slippage has been requested by the service manager but is not being recommended to slip (£198k).
4. Considers the use of reserves proposed in para 3.4.1,
5. Supports the apportionment of general underspend in supplementing reserve levels as described in para 3.4.3 below, i.e.:

Priority Investment Fund £570k
Redundancy & Pension Reserve £114k
IT Transformation Reserve £100k
Capital Receipts Generation Reserve £100k

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Total £884k

6. Members note that the low level of earmarked reserves will severely reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.

7. Members note the significant reduction in the overall school balance at the end of 2016/17 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 remains positive in 2017/18.

Member Scrutiny:

A Member asked that the original budget figures were included in the report to allow for accurate comparison.

A number of Members requested a one to one session with the Officer to help their understanding of the budget generally.

An update on the disposal of County farms was requested by a Member and we were advised part of last year's disposal policy involved bringing a farm forward, however it slipped into this year resulting in an underspend.

Members raised concerns regarding the low uptake of staff pensions.

Committee's Conclusion:

The Committee thanked the Officer for the update and advised that all relevant points will be feedback to Cabinet.

10. Action list

11.

Raglan Cattle Market

The Council has received an interim payment of £234,000 on the lease. A final lease has not been agreed.

Street Lights

New control gear is being supplied by the manufacturers and there are currently approximately 50 dayburners.

Street Lights bulb guarantee

The existing guarantee on the 28 watts is five years and the 14 watt bulbs are 10 years.

Borough Theatre

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The running of the theatre was outsourced to a management team who have been paid a fee of £160,000 per annum. There are other costs including staff overtime of £50,000 per year. The continued viability is being discussed and will be presented to Member as part of the Alternative Delivery Model for Leisure due in September 2017.

11. Strong Communities forward work programme

We discussed the Strong Communities Select Committee Forward Work Programme. In doing so we decided that the Scrutiny Manager will prepare a report for the next meeting to allow members to debate work they would like to prioritise.

In regard to the Road Safety Task and Finish Group a number of members professed an interest in joining the group and the date of the next meeting will be distributed shortly.

12. Cabinet & Council forward work programme

We scrutinised the Council and Cabinet Business Forward Plan, the contaminated land inspection policy was highlighted for scrutiny.

13. To confirm the date and time of next meeting as 20th July 2017 at 10am - pre meeting at 9.30am

Members discussed the time of meetings it was agreed that a 10am start (pre-meeting at 9.30am) would be the preferred time.

County Councillor Ann Webb thanked the new Chair, County Councillor Jane Pratt on her excellent Chairing of the meeting.

The meeting ended at 12.17 pm

Agenda Item 5

Strong Communities Select Committee

Action List

Matters arising from 15th June 2017 meeting

Minute Item:	Subject	Officer	Outcome
Public open forum	Container Park (opposite Usk Island) – resident reported a marquee had been erected and people sleeping overnight on site.	Planning & enforcement	P. Thomas – Planning No records of this and no evidence of this from passing the site in recent days.

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SUBJECT:	Community Engagement Review
MEETING:	Stronger Communities Select
DATE:	20th JULY 2017
DIVISION/WARDS AFFECTED:	All

1. **PURPOSE:**

1.0 To present the findings and recommendations of the draft Community Engagement Review (Appendix A) for scrutiny, requesting Members consider:

- the findings of the Review and associated conclusions / recommendations; and
- the proposed 'Way Forward' for a newly defined Community and Partnership Development Team (Appendix B).

2.0 **RECOMMENDATIONS:**

2.1 The Select Committee scrutinises the findings of the review, making recommendations as appropriate.

3.0 **KEY ISSUES:**

BACKGROUND

3.1 In October 2015, a review of community governance was undertaken to analyse the role of local decision making within Area Committees and to understand the Authority's level and type of community engagement and its direct relationship to how local needs and solutions are identified, developed and delivered.

3.2 Monmouthshire has four area committees; Bryn y Cwm; Severnside; Lower Wye and Central Monmouthshire. Their purpose is to:

- engage the community in area working to help the council shape major proposals affecting specific areas advising the Authority of the associated implications for the area;
- lead the community planning process;
- ensure services are properly co-ordinated on a local level;
- encourage effective cross sector collaboration; and
- provide a forum for community debate and to make Executive decisions on matters within areas provided they are within the Council's policies and budgetary allocations and do not adversely affect other areas.

4.0 **REASONS**

4.1 In October 2016, there was a recognition that in light of the Well-Being of Future Generations Act and the Authority's evolving Future Monmouthshire programme, there was a need to extend the review to address the following objectives:

- Clarification of the strategic direction required to meet legislative requirements and enable asset and place based delivery;
- Repurposing of the Authority's Whole Place team;
- Identification of joint working opportunities internally to enable a streamlined approach;
- Assessment of new roles in the provision of impartial advice across the county's five strategic settlements – Abergavenny, Monmouth, Caldicot, Chepstow and Usk;

- Understand how Section 106, the proposed Community Infrastructure Levy and Area Committee Grants can be used strategically to address resource implications for a sustainable, place and asset based approach; and
- Reconfiguration of the community governance model to preserve the leadership role of Council Members and encourage wider community participation.

4.2 REVIEW FINDINGS

The review identified the following findings:

4.2.1 Community Engagement and Partnerships

- The current lack of community engagement/partnership coordination is leading to missed opportunities to share and maximise resources and intelligence;
- The current lack of Town/Community Council engagement is resulting in an Authority and Public Service Board (PSB) disconnect and lack of knowledge of needs and priorities, which extends to surrounding local communities. (*The PSB is a statutory partnership that aims to improve economic, social, environmental and cultural wellbeing in Monmouthshire by strengthening joint working across all public services. The Board brings together key decision-makers to improve public services*).
- There is a current disconnect between the PSB, internal partners and funding opportunities to address local community needs and priorities effectively.

All of the above leading to gaps in meeting legislation requirements to apply a strategic approach to enable cross county coordinated delivery.

4.2.2 Community Governance

- The role of ward Members is key to how communities participate and engage in their local area;
- Key legislation and the formation of the five cluster areas (in line with five strategic settlements) is important to the future shape of community governance and relationship to Area Committees; (*Cluster Areas were established by the Authority in 2016 to improve communication and relationships with Town/Community Councils by providing an opportunity to include Town/Community Councils in strategic policy and to highlight funding opportunities, thus enabling local and spatial thinking. Cluster Areas provide the conduit for county wide organisations to share thinking and support, providing a bridge between Community/Town Councils, Area Committees and the Authority's Senior Leadership Team (SLT)*);
- The role of Area Committees provide a clear link between Cluster Areas and Authority decision making; with a key opportunity for communities to have a voice and participate in local democracy. In March 2017, the Authority approved the piloting of a new model in Bryn y Cwm, whereby Area Committees will be retained as the sole structure, providing a clear link between Cluster Areas and Authority decision making with a view to supporting joint working and adopting a strategic approach to coordinated funding opportunities;
- The new Community Leadership Academy is designed to increase the participation and quality of community leadership by providing a suite of learning and development opportunities, upskilling members as well as community organisations to enable a common approach;
- Area committee grants need to work in a more integrated manner, providing a smarter use of funding aligned to maximise impact and value;

4.2.3 Section 106

- S.106 contributions are well managed with robust monitoring processes but are not focussed on outcomes or long term impacts that meet local or strategic needs;
- There is a current lack of strategic community engagement and data sharing resulting in missed opportunities to address medium to long term priorities;
- The current lack of promotion of S.106 projects results in missed opportunities to encourage wider community participation to address longer term needs.

4.3 **REVIEW CONCLUSIONS AND RECOMMENDATIONS**

- 4.3.1 As the Well-being of Future Generations Act requires co-delivery with partners, the current disconnect between the PSB, the Authority and the local community needs to be addressed. To enable this, community engagement needs to be repositioned within a more centralised role. There is also a need to address the current lack of specialist support in strategic PSB areas such as health and well-being issues, isolation, ageing well, community cohesion, etc.
- 4.3.2 The current services structure also provides little support for the Authority in their Cluster Area activities whilst the current lack of direct Town/Community Council engagement/liason is leading to a further disconnect with communities and a lack of knowledge of needs and priorities.
- 4.3.3 In making its recommendations the review addressed the current challenges advocating a restructure of two service teams i.e. Whole Place and Partnerships with the additional need to bring in the Programme Lead for the Community Empowerment which includes the Authority's volunteering programme 'A County that Serves' and the Community Leadership Academy, all working together as the newly defined Community and Partnership Development Team. Strategic, working links also being made to the future role of a Community Infrastructure Levy Officer and the existing Community Well-Being and Enterprise Development Leads, to ensure maximisation of funding resources and reduce the potential for service duplication (A full copy of the review can be found in Appendix A with the proposed 'Way Forward' plan for the redefined team illustrated in Appendix B).

5.0 **RESOURCE IMPLICATIONS**

- 5.1 Any resulting financial implications as a result of the Community Engagement review will be presented to Cabinet in Quarter Three of 2017.

6.0 **CONSULTEES**

Community Engagement Review process across several service areas
Senior Leadership Team
Cabinet Members
Stronger Communities Select
Relevant staff/team members

7.0 **BACKGROUND PAPERS**

Appendix 1 – Community Engagement Review

Appendix 2 – 'The Way Forward' for the Community and Partnership Development Team

Appendix 3 – Future Generations Evaluation

8. FUTURE GENERATIONS IMPLICATIONS

The proposed Forward Plan for the Community and Partnership team provides a framework to work with communities and partners to help bring about social change and improve the quality of life in our county. The team will act as enablers; unlocking potential and supporting sustainability through collective impact; providing a resource and tangible link between local communities and a wide range of partners; enabling the delivery of measureable and sustainable programme of activities that will constantly look to the future.

9. AUTHOR: Cath Fallon – Head of Economy and Innovation

10. CONTACT DETAILS:

E-mail: Cathfallon@monmouthshire.gov.uk

Tel: 01633 748316/ 07557 190969

Future Generations Evaluation (includes Equalities and Sustainability Impact)

APPENDIX THREE Name of the Officer Cath Fallon Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk	COMMUNITY ENGAGEMENT REVIEW: FINDINGS AND FORWARD PLANS
Name of Service: Enterprise – Whole Place and Partnerships	Date: Future Generations Evaluation 12 th July 2017

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.






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1. Does your proposal deliver any of the well-being goals below?

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 prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.	<ul style="list-style-type: none"> • Keeping services open but with more community focus and coordination – helping knit communities together. • Positive engagement and coordination with community focused services. •
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Close working with countryside and planning ensuring funding is maximised for longer term community benefit.	The service will seek to develop partnerships to access new forms of funding to secure partnership action.

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 healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by working with the community to ensure quality services are provided to encourage a fit and healthy lifestyle.</p>	<p>Working with key partners through PSB will ensure that physical and mental health through activity is widely available and that the service is central to this by working directly with its communities.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The service will seek to improve community engagement and connection with local priorities leading to service improvements.</p>	<p>To ensure the service focuses on encouraging community cohesion as one of it's and social drivers.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The service will work to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions taken will take into account global and well-being issues as part of its day to day processes.</p>
<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>The service will contribute where possible to the local culture and heritage and the Welsh language which will remain part of the core values going forward.</p>	<p>Any decisions taken will seek to conserve the cultural identity of the county.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The service will work with all age ranges and deliver a comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p>

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>The attached Forward Plan provides a framework which will guide the future delivery of the service, balancing short term needs with longer term aspirations.</p>	<p>The service will continue to make a concerted effort to assist by mobilising a strong and committed network of volunteers</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. As the Forward Plan unfolds all major stakeholders and partners will be involved.</p>	<p>The service will deliver a full community development and engagement programme.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The main focus of the service is to engage with our communities.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The aim of the proposed Community and Partnership Development Team is to work with communities and partners to help bring about social change and improve the quality of life in our county.</p>	<p>The new Forward Plan includes actions that will focus on bringing about societal change utilising a partnership approach.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunity to develop a new way of delivering the service and sustaining its long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. The service contributes to the wellbeing goals and staff are to demonstrate and understand their input into the wellbeing goals whilst also considering the impact.</p>	<p>One of the key drivers of the offer is to view communities as co-producers rather than service recipients. The team will promote existing and establish new networks that can provide caring, mutual help and empowerment, ultimately enabling communities to control their own futures.</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	Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.	n/a	n/a
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	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?
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy & Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	n/a	n/a
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	n/a
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>	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	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	n/a	The service will work closely with the Safeguarding Lead to ensure the well-being of our volunteers.
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

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

This report is founded upon the following:

- Community Governance Review 2015;
- Community Engagement Review 2017
- The Medium Term Financial Plan;
- The 'Way Forward' for the Community and Partnership Development Team

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 proposed Forward Plan for the Community and Partnership team provides a framework to work with communities and partners to help bring about social change and improve the quality of life in our county. The team will act as enablers; unlocking potential and supporting sustainability through collective impact; providing a resource and tangible link between local communities and a wide range of partners; enabling the delivery of measureable and sustainable programme of activities that will constantly look to the future.

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
Agreement of the key recommendations as detailed in the Community Engagement review.	July – September 2017	Cath Fallon	
Approval of the Forward Plan	July – September 2017	Cath Fallon	
Delivery of the Forward Plan	2017-2021	Cath Fallon/Claire Marchant	

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:	On going
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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	Approval of the Community Engagement Review and Forward Plan	July – September 2017	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

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**Review of Community Engagement & Governance
Inc. Section 106 Contributions
Monmouthshire County Council
April 2017**

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Executive Summary

This report is in the conclusion of a series of integrated Reviews that informs the future shape of community engagement within Monmouthshire County Council.

The **Purpose** of the Review is to:

- Clarify strategic direction to meet legislative requirements & enable place based delivery;
- Repurpose Whole Place;
- Identify joint working opportunities internally to enable a streamlined approach;
- Assess new roles in provision of impartial advice across five strategic settlements;
- Understand how S106 & Community Grants can be used strategically to enable resource implications for place based approach; and
- Reconfigure community governance model to preserve the leadership role of Members and encourage wider community participation.

Whole Place and Community Engagement Now. There is a current lack of strategic alignment to local and corporate outcomes perceived to be a weakness, with a need for clearer identity & purpose. There are mixed experiences where Whole Place has supported community governance leading to inconsistency in ways of working and outcomes. Community engagement is seen as timely and bottom up with consensus that community development is when conversation turns into action, and is about asset based opportunities and not just issues. A community's maturity shapes the approach that Monmouthshire needs to adopt to grow community leaders with the need to bring existing toolkits and training into one place to facilitate this.

Responsible officers do work together in spite of existing structures which is resulting in missed opportunities. There are various roles across the Authority in community development supporting engagement, partnerships, empowerment through volunteering, tackling rural issues, funding and the well-being of individuals and communities, amongst others leading to confusion. Existing 'soft' skills are strong across a diverse range of Officers along with technical and project management skills, but there are opportunities to train some responsible officers in core community development skills. There is therefore a clear opportunity for a more centralised and integrated way of working amongst communities.

Community Governance Now. Role of ward Members key to community participation & engagement, with legislation and cluster areas important to the future shape of community governance & area committees. The new Community Leadership Academy can provide the resource to upskill members as well as community organisations so that there is a common approach. Area committee grants need to work in a more integrated manner, providing a smarter smart use of funding aligned to maximise impact and value.

Section 106. Section 106 contributions are well managed with robust monitoring processes but are not focussed on outcomes or long term impacts that meet local or strategic needs. There is a current lack of strategic community engagement and data sharing resulting in missed opportunities to address medium to long term priorities. The current lack of promotion of S106 projects results in missed opportunities to encourage wider community participation to address longer term needs.

Review Conclusions

- There is a current lack of community engagement/partnership coordination leading to missed opportunities to share and maximise resources and intelligence;

- There is a lack of Town/Community Council engagement resulting in disconnect with communities and lack of knowledge of needs and priorities;
- There is a disconnect between Public Service Board (PSB) and Town/Community Councils;
- There is a disconnect between PSB, internal partners and funding opportunities and local community needs and priorities;
- The review leads to gaps in meeting legislation requirements to apply a strategic approach to enable cross county coordinated delivery.

Summary Recommendations

1. The Well-Being Future Generations (WBF) Act requires co-delivery with partners. There is a current disconnect between Public Service Board and community to be addressed, with community engagement to be repositioned within a more centralised role.
2. There is a need to provide resource & access to training for community leaders to enable co-production, as well as building internal skills and provide a centralised resource and toolkits (e.g. Made Open, Mon Maps) and complete clarity on community engagement to Local Members.
3. There is a need to promote local democracy through the Role of Community/Town Councils/Other Organisations through developing skills in community engagement and understanding their role in the WBF Act. The need to provide a local forum to shape local priorities is important with the need to develop local 'plans' and work co-operatively to address common issues and joint working opportunities.
4. Role of Cluster Areas provides the opportunity to involve Community/Town Councils in strategic policy & highlight funding opportunities with the opportunity to think spatially as well as locally. This provides the conduit for county wide organisations to share thinking and support, providing a bridge between Community/Town Councils, Area Committees and the Authority's Senior Leadership Team.
5. Role of Area Committees provide a clear link between clusters & Authority decision making; with a key opportunity for community to have a voice and participate in local democracy. This provides a place to receive local plans that respond to community need, provide support for joint working solutions, adopt strategic approach to coordinated funding and receive community engagement updates
6. Role of Local Members. There is a need for elected members to *take a proactive approach to providing local information to aid local and county decision making, identify opportunities for co-production, participatory budgeting and prioritisation, in addition to providing complete clarity on Authority resources and defined pathways to community engagement*
7. Benefits of the Proposed Restructure. The review recommends a restructure to enable the repurposing of Whole Place. The benefits of this are:
 - Centralised specialist resource to enable delivery of WBF, MCC priorities and staffing efficiencies;
 - Address current disconnect between communities & PSB and to grow trust between the Authority, Town/Community Councils & communities;
 - Provide central resource/toolkits to grow and support high quality community leaders which enables co-production and co-delivery;
 - Build skills in developing frameworks that guide local priorities, and support the alignment of funding to enable additional leverage;
 - Provide management information systems to capture, analyse and interpret data to help us tell the stories.

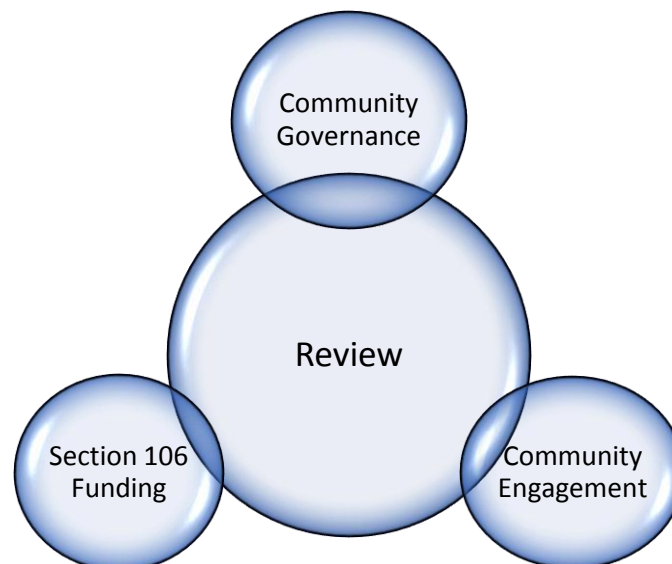
1 Purpose/Background

1.1 Purpose

Chris Jones Regeneration has been asked to undertake a series of integrated reviews that informs the future shape of community engagement within Monmouthshire County Council.

The initial review of community governance established the need to understand the level and type of community engagement as this has a direct relationship to how local need and solutions are developed and delivered, with the role of local decision making such as area committees central to the review.

The review was subsequently extended to look at the current roles and responsibilities around community engagement, as well as how “need” is funded, specifically focusing on the current management and distribution of S.106 monies towards community projects. A mini review of Section 106 has therefore been undertaken.



Specific review objectives are:

- To understand the clarity of strategic direction for community engagement that meets legislative requirements and how this applies within a place based and person centred approach to community participation delivery in Monmouthshire.
- To understand how the current Whole Place team needs to be “repurposed” and rebranded to meet the legislative requirements and in meeting the Council’s corporate outcomes and understanding how this role leads to decisions that lead to more people based services.
- In addition to the Whole Place team - to identify joint working opportunities internally to enable the Authority to provide a more streamlined approach to delivery to include other community engagement officers such as the Council’s volunteering programme. It is envisaged that this would lead to place based delivery enabling improved community and area governance and improved efficiency amongst partnerships.
- To assess whether the new roles of a reframed Whole Place team can act as intermediaries, providing independent and impartial advice at a local and strategic level across the five strategic settlements and wider rural area.

- To understand how S.106 monies are being used and to identify the need for a more strategic allocation of future resources to enable the place based approach and resultant resource implications.

1.2 Background

The need to review community governance has been underway since 2015 with the following background note providing the context to this specific review.

1.2.1 Community Governance

In March 2015, Keith Edwards was appointed to undertake a review of Community Governance. His report was initially taken through the political processes in October 2015 Cabinet and then Council in December 2015. This report recommended a cross party Member working group to be established which equally represents the four administrative areas, now five cluster areas. This group was tasked with the responsibility of developing a revised framework which preserves the leadership role of elected members, supports and encourages community participation and oversees the delivery of the local Whole Place plans. The report recommended a revised framework to the County Council in March 2016.

We understand that a number of meetings have been held which have discussed the nature of democracy and County Council elected members' expectations of community governance. At the second meeting in June 2016 the group discussed a set of specific proposals which are included below:

- Provide a forum for local Councillors to engage with residents about local issues;
- Give local communities a stronger and more direct voice in decision making in their local area;
- Enable members to have influence over decisions that are specific to their local area;
- Develop and oversee the delivery of localised plans;
- Engage with representatives of town and community councils;
- Harness and channel community energy to deliver improved outcomes for the local area and its communities; and
- Bring together partner agencies to focus on locally specific issues.

Members were also asked to consider the five principles of the Wellbeing of Future Generations Act in their thinking on future community governance, being i) Integrated ii) Collaborative iii) Long term iv) Involving and v) Preventative.

At this meeting the following option was approved as the preferred model for implementation.

Option 2) Area Committees are retained as the sole structure with an increase in co-opted community members

Positives	Negatives
Members are accountable	Scale of meeting (number of committee members)
Transparent co-opting arrangement	Can co-opted members vote?
Clear alignment to the constitution	Community representatives could be elected (C&T Council), representative or individual – how will this be determined?
Decision making strengthened and streamlined	Breadth of geographical cover
Single entry point to public	Disparity between the area committees' effectiveness
Community voice greater than currently	

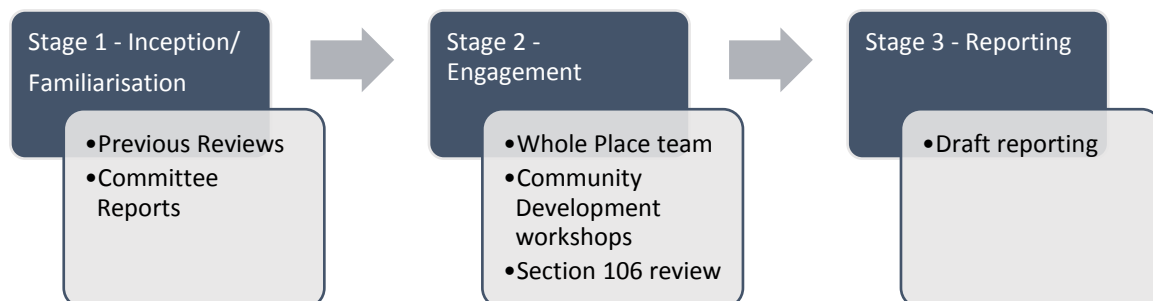
The adoption of the model was agreed unanimously by the member working group. In essence it provides an evolutionary development of the current area committee model but embraces several of the factors of good community engagement that were included in the last Local Government (Wales) Act in November 2015.

In March 2017, the County Council agreed the decision to pilot the above model in Bryn Y Cwm as Bryn Y Cwm was proven to be the most resilient example of Area working and has a high level of social capital in the area with developed links to the local town and community councils. The decision to pilot the work rather than a universal roll out is due to this review and its final recommendations on the broader organisational aspects of community engagement.

1.2.2 Review Process

The review has centred on the following process and tasks:

Figure 1 - Review Process



Source: Chris Jones Regeneration

1.2.3 Tasks and Activities

1.2.3.1 Stage 1

- Inception Meeting with lead client officers to agree scope of review
- Desktop review of key documents: policy, previous reviews, committee reports, Whole Place documents

1.2.3.2 Stage 2

- Interviews with responsible officers – Community Governance Review:
 - Whole Place Team manager and officers
 - Changing Practice, Changing Lives Lead officer – Social Services
 - Head of Community Led Delivery
 - Head of Policy and Engagement
- Workshops: Community Engagement Review (2 x no.)
 - Workshop 1: Understanding Roles, Responsibilities and Ways of Working – 16th February
 - Workshop 2: Skills, Toolkit and Future Structure – 9th March
- Section 106 Review:
 - Attendance at S.106 monitoring meeting - 10th February
 - S.106 planning workshop – 17th March
 - Community Infrastructure Coordinator meeting – 24th March
- Post Workshop Discussions
 - Policy and Performance Manager – 24th March
 - Head of Economy and Innovation – 24th March
 - Training Officer – 4th April

1.2.3.3 *Stage 3*

- Drafting of final report

The report is split into the following sections:

Section 2 – Policy Context

Section 3 - Community Engagement – Now

Section 4 - Community Engagement – Future

Section 5 – Next Steps and Recommendations

Specific key points or actions are highlighted through the review report.

2 Policy Context

The future role and function of community engagement needs to fulfil legislative requirements so that it meets statutory need and is strongly aligned to Welsh Government policy. The following Acts need to be acknowledged within future community engagement working.

2.1 Local Government (Wales) Act 2015

The Act sets out a new and reformed legislative framework for Local Authority democracy, accountability, performance and elements of finance. Key provisions that relate to this review include the requirement for Local Authorities to encourage public participation in Local Government, to establish community area committees for the purpose of ensuring that community interests and priorities are taken into account by the Authority in exercising its functions. The previous White Paper described an area-based approach, with 'area boards' made up of Elected Members, community bodies, the third sector, Community Councils and other public services.

In listening to consultation, Welsh Government agreed that there should be flexibility to design the approach that is suitable to their area. The provisions in the Act therefore set out the intention to require Local Authorities to establish a committee in each of their community areas (as determined under the Well-being of Future Generations (Wales) Act 2015). Community area committees will provide a structured way for views on local priorities to be expressed and fed into the Local Authority budget planning process, and for communities and local people to engage with their Elected Members on practical matters of local importance. Local Authorities will also be able to seek the advice of these committees on any matter relating to the committee's community area. The provisions also enable the Local Authority to delegate functions to community area committees. Which functions may be delegated to community area committees will be determined by regulations to be made by the Welsh Ministers.

2.2 Well-being of Future Generations (Wales) Act 2015

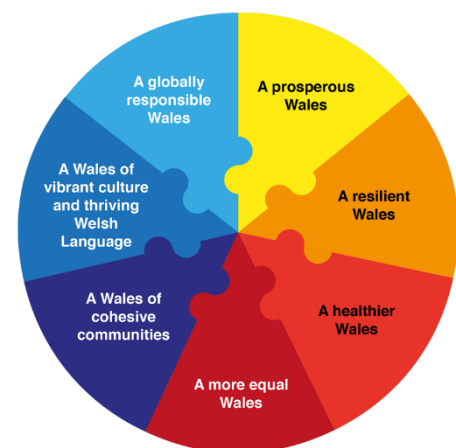
The Act makes the public bodies think more about the long term, working better with people and communities and each other, looking to prevent problems and taking a more joined-up approach and importantly to do it in a sustainable way. Public bodies therefore need to make sure that when making their decisions they take into account the impact they could have on people living their lives in Wales in the future.

It will expect them to:

- work together better;
- involve people reflecting the diversity of our communities;
- look to the long term as well as focusing on now; and
- take action to try and stop problems getting worse - or even stop them happening in the first place.

Public bodies will need to apply sustainable development principles with the need to demonstrate that they have used the following five ways of working:

- Integration – demonstrating a joined-up approach to communities and people, the economy, the environment and culture;
- Long-term thinking - balancing current and long-term needs;



- Prevention - taking action now to prevent problems in the future;
- Collaboration - working with others to meet objectives; and
- Involvement - involving the people affected by actions

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

2.3 Social Services and Well-being (Wales) Act 2014

The Act imposes duties on local authorities, health boards and Welsh Ministers that require them to work to promote the well-being of those who need care and support, or carers who need support. The Social Services and Well-being (Wales) Act changes the social services sector:

- People have control over what support they need, making decisions about their care and support as an equal partner;
- New proportionate assessment focusing on the individual;
- Carers have an equal right to assessment for support to those who they care for;
- Easy access to information and advice is available to all;
- Powers to safeguard people are stronger;
- A preventative approach to meeting care and support needs is practiced; and
- Local authorities and health boards come together in new statutory partnerships to drive integration, innovation and service change

Principles of the Act are:

- The Act supports people who have care and support needs to achieve well-being;
- People are at the heart of the new system by giving them an equal say in the support they receive;
- Partnership and co-operation drives service delivery; and
- Services will promote the prevention of escalating need and ensuring the right help is available at the right time

<http://gov.wales/topics/health/socialcare/act/?lang=en>

2.4 The Planning (Wales) Act 2015

This will require Local Planning Authorities to:

- Have regard to 'Local Well-being Plans' to be published by Public Service Boards (PSBs) and ensure greater development engagement at the pre-application stage to ensure local communities are able to engage early on in the planning process to influence development proposals;
- Establish Strategic Development Plans that will focus planning for areas with matters of greater than local significance. The key will be to focus on areas where development is of a strategic nature; and
- A requirement for Local Planning Authorities in Wales through the Positive Planning agenda associated with the Planning Wales Act should consider the role of community based planning such as the pilot "Place Plans". These are not statutory but need consideration within broader community engagement activity. Place Plans are still in their pilot phase with limited guidance on how they should be prepared and what they should include.

<http://gov.wales/topics/planning/legislation/planning-wales-act-2015/?lang=en>

2.5 The Environment (Wales) Act 2016

This will require the Council to undertake a range of duties including:

- Objectives to maintain and enhance the resilience of ecosystems thereby contributing to the achievement of the well-being goals in section 4 of the Well-being of Future Generations (Wales) Act 2015;
- To adopt the principles of sustainable management of natural resources include, managing adaptively at an appropriate spatial scale; promote public engagement; use an evidence base; take appropriate action for the short, medium and long term; prevent significant damage to ecosystems and take account of the biodiversity aspects of ecosystems; and
- Seek to maintain and enhance biodiversity in the exercise of functions.

<http://gov.wales/topics/environmentcountryside/consmanagement/natural-resources-management/environment-act/?lang=en>

- Legislation is clearly seeking greater participation from people and communities to reach integrated ways of ensuring economic, environmental and social well-being.
- The role of community area committees is a key priority for Government in facilitating discussions on local importance and prioritisation.
- A preventative approach to care and the needs of individuals is a priority for service delivery in social services and through multi-partner working.
- Early engagement and the future role of Place Plans are about residents having a greater say on developments and infrastructure needs within their community.

3 Community Engagement - Now

Role and Responsibilities

This section of the report describes where Monmouthshire County Council has directed resources towards community engagement, specifically within the Whole Place team and other associated officers that have participated through a series of review workshops.

3.1 Whole Place Team

The Council sees 'Whole Place' as an approach to planning and delivery providing a view into and a connection with its communities, shaping new priorities, relationships and services. Against the backdrop of serious economic constraint and public funding cuts 'Whole Place' is seen as a primary means of delivering sustainable and resilient communities.

The first 'Whole Place' plan, 'Seven for Severnside', was devised in October 2012 resulting in the establishment of the Severnside Programme Board and the Caldicot Town Team soon afterwards, with support from the Authority's then Area Services Officers. The Programme Board was initially chaired by the Authority's Chief Officer Kellie Beirne whilst the Terms of Reference were being agreed, after which a local Chair was appointed.

A similar process was also instigated in the north of the County in Abergavenny where in 2013 the Bryn y Cwm Programme Board was established. In March 2015 the Whole Place team was borne of the former Area Services Officers to support the community in the delivery of 'Whole Place', with a Whole Place Team comprising of a manager and three Whole Place officers, whose purpose is "to lean into" communities and enable them to shape their places, services and futures in ways which best meet local needs.

In terms of specific roles, officers have been tasked with *"the delivery of the 'Whole Place' agenda within communities, supporting local initiatives and delivery agents by developing skill sets, local capacity and knowledge sharing"* in addition to *"supporting colleagues in developing service delivery models that support the Whole Place agenda through co-design and co-production, targeting resources to locally identified priorities and where possible switching off demand"*.

The range of work from the Whole Place team is broad with roles and responsibilities linked to whole communities, individuals mostly planned and sometimes reactive. This ranges from supporting organisational development of local groups such as Caldicot Town Team in addition to writing business cases and bids for 'Vibrant and Viable Places' funding through to reacting to the need for the rehousing of Syrian refugees within local communities. These examples demonstrate a spirit of wanting to make things happen and partnership e.g. getting to know the 'Cities of Sanctuary' group, but this has meant that at times, the team has strayed away at times from core Whole Place work.

The role of Whole Place officers has developed over recent years to include:

- Capacity builders and community groups facilitation at a grass roots level and enabling leadership;
- Mediators and relationship builders within communities and across partners e.g. Usk Library and its transition to a community hub;
- Building local intelligence through surveys, feasibility and understanding need;

- Task/finishers – reactive and planned activities; and
- Developing social capital with groups such as transition towns

The Whole Place team has witnessed some areas of positive practice with examples of joint working with the LDP team on aligning need to S.106 funds through liaison on community linkages. There are also several organisations and activities that are collaborating across the County with the opportunity of scaling up with more effective resource use e.g. SOUP project, play streets pilot model, transition town groups.

In reviewing the past and current roles/responsibilities that the Whole Place team have experienced, the following themes are highlighted.

3.1.1 Local Leadership/Community Governance

The role of the Whole Place team within broader community governance has been seen to be confusing at times, lacking clarity of purpose at a strategic level, leading to the resource not being properly directed. Where community governance has materialised in the form of Programme Boards e.g. Abergavenny, there has been a lack of continuity amongst responsible officers and board members, no sense of finishing off tasks with community representatives seeing “it being done to them, not with them”. “Directing the Council and not doing it” was an area of concern for Abergavenny’s Programme Board, with a perceived wrong approach of chasing funding rather than establishing need first, in addition to plans being too overarching and setting out to fix everything.

In contrast, Caldicot Town Team is recognised as a good example of ‘Whole Place’ working and directing community effort toward strategic outcomes. The need for a business/community centre organisation was an outcome of the Severnside Whole Place Plan where there was no existing body to champion town centre activity. The creation of a Town Team was made possible through the S.106 monies due to the immediacy of developing stronger links with an edge of centre supermarket. The success of this community vehicle has been identified through the Town Team chair who is seen as a “doer” with direct and tangible results that have been based around street markets, pop up uses, magazines, supporting a masterplan exercise, amongst other initiatives. The Whole Place team in this case have supported the process with group formation, accounts and financial systems, data and survey advice as well as signposting to grants and funding, highways and finances.

The lack of strategic alignment to local and corporate outcomes is perceived to be a weakness of the Whole Place approach, with team members seen to be stumbling across communities and groups and not being shown strategic connections, thereby not maximising impact.

3.1.2 Communication

Communication, at times, can be informal with some of the hard conversations, choices and decisions not being confronted, resulting in relationships being difficult to manage, leading to roles and responsibilities within the Whole Place team sometimes being blurred.

In relation to Whole Place and its approach, resource and resultant benefits, some commentators have also acknowledged that the Authority (internally) knows about Whole Place but it is not known outside in the community, by its name and its role. Whatever happens, the pathways of community governance and its users, enablers and decision-makers needs to be communicated internally and externally with clear

and user friendly protocols and systems as well as stronger communication messages and the need for a subsequent 'rebranding' of the Service to provide much needed clarity of purpose.

There is also a need to integrate tools such as 'Made Open' amongst the communication framework and to show how it plays a role in converting need and ideas into community led action. In addition, community Hubs, My Council Services App and its contact centres need to point people to places to discuss needs as well as connecting people with similar agendas.

3.1.2.1 Role of Place Based Delivery in the Future

Roles that Whole Place officers identify in going forward include:

- Enabling and stimulating benefits which does not necessarily lead to direct delivery by the Whole Place team;
- Finding community activists and providing learning/mentoring/leadership pathways, leading to sustainability and resilience within communities, with a specific focus on emerging and youthful groups;
- Developing toolkits that build these skills and independence, and support elected members, parish/community councils and groups;
- Making the community aware of opportunities, unlock these operationally within the culture of Council and other strategic partners and provide an integrated policy/plan framework to influence ;
- Working alongside thematic and specialist leads in the Council and with other strategic partners;
- Developing role of place based officers to look at opportunities to scale up across the County;
- Demonstrating how outcomes are being met but acknowledge that stories as well as hard data are equally important; and
- Ensuring place based work needs continuity, minimal interruption and also needs a visible champion

<http://www.monmouthshire.gov.uk/app/uploads/2015/01/7-Whole-Place-Strategy.pdf>

3.2 Other Responsible Officers

Whilst not entirely representative of the wider range of responsible officers that have a role in community engagement, the following officers have participated through the series of workshops, in addition to the whole place team:

- Changing Practice, Changing Lives Lead (Asset Based Community - Asset Based Individual);
- Volunteering Lead;
- Planning Policy Officer;
- Development Management Officer;
- Partnerships Officer ;
- Sustainability Policy Officer;
- Community Cohesion Officer;
- Business Manager Sport, Community Development and Events;
- Funding Officer;
- Communication/Engagement Officer; and
- Vale of Usk Rural Development Officer

3.2.1 Roles and Responsibilities

In looking outside of the Whole Place team, there are a number of specific roles and responsibilities that support community engagement.

“place-making - the art of creating public ‘places of the soul,’ that uplift and help us connect to each other.”

Planning. Planning Policy deals with the management and decision-making on land use within communities, with a strong focus on the statutory process specifically the Local Development Plan process, often working with Community and Town Council, groups and individuals. How Section 106 and Community Infrastructure Levy funds is directed to future land use priorities is seen to be important. The role of Place Plans under the Wales Planning Act also requires consideration within Development Management. The Authority provides pre-application advice to community groups and organisations and works toward mediation when dealing with planning applications and understanding the context and needs of the community. Casework is diverse dealing with large housing schemes to a new vehicular access.

Partnerships. This team supports the Public Service Board and helps to deliver the Single Integrated Plan. It works with partner organisations so that alignment to common goals is achieved. Within the wider team it has developed the well-being assessment with a number of systems and touch points created for partners and the wider community to participate in the assessment. The development of the well-being plan is the next priority and its delivery. Supporting partnerships work through community and engagement is key with Your Voice, Your Choice supporting the Future Generations & Well Being Act, providing a flexible approach to engagement through rural shows, one stop shops and digital opportunities. A specialist role within the team is the Community Cohesion Officers that is part of the Prevent, Extremism, Terrorism initiative. The project has strong links to children and young people through outreach educational programmes provided by RSLs and education providers. Support has also been focussed on the rehousing and assimilation of Syrian/Afghan refugees, providing the “welcome” to Monmouthshire.

Volunteering. The 'A County that Serves' programme in Monmouthshire aims to support and enable volunteers to make a major contribution to the core purpose of creating sustainable and resilient communities. The purpose of the officer resource is to develop more consistent good practice across Council departments and to pioneer new ways of involving volunteers within public services in Monmouthshire. Baseline voluntary activity is extremely high with 1757 volunteers supporting MCC, from Tourism Ambassadors to Community Bus drivers, Sports Ambassadors and Countryside volunteers.

Rural Development. Rural development activity is long established in Monmouthshire due to its eligible rural status. The joint Vale of Usk rural programme with Newport provides LEADER funding support and tackles rural poverty and need. The main focus of the team is to communicate opportunities to rural groups and communities of interest, encouraging innovation and sustainability with funding provided for targeted themes such as renewable energy and provision of non-statutory services.

Funding. This resource capitalises ideas into action through large funding ‘pots’ of domestic and European funding and where possible mainstreaming activities. Working with the Authority’s ‘Pyramid of Plans’ and strategies, aligning robust cases for need for funds is key, being pulled into "community engagement" as and when required.

Social Services. This resource focusses on Social Care at an individual level through well-being. The purpose of adult social care and health is to “help people live their own lives.” Key to this is the ability to intervene at the earliest opportunity and support people to build networks and connections and to find their own solutions to the issues they face. This is delivered through Community Well-Being & Enterprise Hubs, Volunteering for Well-Being Co-ordinators, Place Based Housing & Well-Being Teams and Supporting Gateway Teams.

Sports and Leisure. This resource works with clubs to enhance sports and leisure provision by accessing grants. The service also works with primary and secondary schools in promotion of exercise and sports, as well as providing exercise referral opportunities across its four 4 Leisure Centre sites.

Economy & Innovation. A diverse management role that covers Youth, Economic Development, the Whole Place Programme, the Transitioning of the Museum Services, Cardiff Capital Region City Deal, Apprenticeships and Partnerships. Communication is seen as key in explaining how community engagement works across these services.

Workshops were carried out with staff to identify where their time was spent and what the impact of this was. The outcomes shown in Figure 2 were self-defined by attendees at the workshop and differ in the extent to which they meet the council’s priorities or the stated outcomes of the PSB. While one attendee has referred directly to the authority’s purpose of building sustainable resilient communities others are less specific, such as ‘working to a common goal’. Most of these could be mapped against higher level outcomes such as the impact of growing social capital to people being confident, capable and involved but people were not always making the connections explicitly.

Figure 2 - Community Engagement Activities/Outcomes



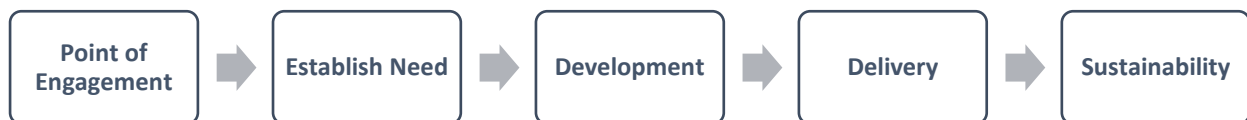
Source: Community Engagement Workshop Attendees – 16th February

- The purpose of the Whole Place team has been about capacity building and facilitation within communities and enabling leadership.
- The lack of strategic alignment to local corporate outcomes is perceived to be a weakness of the Whole Place approach, with the need for a clearer identity and purpose also identified.
- There have been mixed experiences with community governance approaches where the resetting of existing relationships is sometimes needed, with others still developing.
- Other responsible officers have a role in community development that supports engagement, partnerships, empowerment through volunteering, tackling rural issues, funding and the well-being of individuals and communities, amongst others.
- There is an opportunity for a more centralised and integrated way of working amongst communities.

3.3 Process-Ways of Working

As part of the community engagement workshop, participants were asked to reflect on the current process and ways of working through community engagement.

Figure 3 - Understanding Community Engagement Pathway



Source: Community Engagement Workshop – 16th February

3.3.1 Point of Engagement

The Council provides a number of ways for officers to engage with communities through rural shows, roadshow type events, forums and the use of web and digital mediums. On the whole, Officers tend to have the right skills in engagement with stakeholders and the wider community.

When enquiries come to the Council directly, there are sometimes cases where elected Members and senior management have not considered the capacity and reality of delivering the outcome with the issue quickly cascading down to officers who then have to manage the situation. There is a need to understand the “promise” and how signposting and collective expertise is important, managed through systems navigation and customer journey.

This is not just the need for the implications of a promise to be thought through, but also for the final agreement of a project/priority to be communicated to all relevant parties so that a co-ordinated approach is adopted. The referral sift to the community or place based officer is also key in going forward so that the Council’s website, contact centres, ‘Made Open’ and call centre staff signpost the community in a smart way.

A key priority is also to release pressure on the Authority with other partners taking a more direct responsibility for community engagement. The Public Service Board representatives need to be more accountable for strategic outcomes with co-ordination across partner organisations on how targets are being met and identifying joint solutions. There should also be recognition of the resources required to provide partnership support underpinned by community engagement with an equitable allocation from PSB members to funding contributions.

There is a very open culture with elected Members and officers, but their knowledge is not fully utilised as part of the community engagement journey. There is now an opportunity with the new political administration to engage on community engagement providing clarity on what it is and what it isn’t. The first six months of the administration will provide a focus for gathering local intelligence collated during their period of canvassing and this will help in understanding future priorities.

The need to understand the skillset of a community group is a necessity from the point of engagement and to identify where any specific gaps can be plugged. The forthcoming Leadership Academy programme funded through the Vale of Usk Leader Rural Programme will be a key resource for community groups to upskill and build their capacity. The proposed ‘Collective Impact’ tool also has a role in demonstrating to communities the logic and method in developing and delivering ideas and how their benefits can be captured.

In essence, an analysis of the current situation highlights a lack of coherence of vision which needs to be articulated going forward.

“Community engagement covers the interactions between Council, communities and other stakeholders. Community engagement allows community members to actively contribute to Council decisions and actions by creating an inclusive environment in which community feedback is embraced, considered and acted upon. Community engagement is also about engaging with the community to provide access to a greater range of solutions – The collective wisdom of the community can help Council to achieve the vision and aspirations of our community.”

3.3.2 Establish Need

Comments from officers suggest that strategy has dictated the need which is the wrong way round with the well-being assessment denoting a fresh start to directing activity to short, medium and long term priorities. However, “need” should be hooked into strategies early on, in order to make the case for funding and support. A number of workshop comments were made on whether the current use of Section 106 monies has been ad-hoc recognising the need for a series of local community plans to guide investment as well as leveraging in other sources of funding to maximise impact.

“A community development approach means ensuring that the issues and priorities are identified and agreed by the communities themselves, and that people are encouraged to work together towards a collective solution to a shared concern or opportunity.”

Toolkits that help identify need are key to building capacity and skills, specifically the GAVO Creative Communities Toolkit which needs to link into future community engagement practice. In addition, a reality check on funding needs to be built in at the needs based stage to ensure evidence is gathered to support future applications.

An idea to adopt a triage approach to understanding need and resultant action was also identified in order to develop a sense of order on how officers should treat an issue and respond to an opportunity. Protocols or a standard set of design principles such as through the Future Monmouthshire model could be adopted here so that consistency is maintained.

The role of partners is again re-enforced with the need for the Public Service Board to understand community led need and associated data, with the “same endeavour” from strategic to local to street level. The use of the proposed ‘Collective Impact’ tool needs to be considered at this stage to identify how need is measured, collected, analysed and forms part of continual assessment going forward.

3.3.3 Development

How need is developed and progressed can take various forms. Some community groups will have their own resource and skills to develop ideas that are not dependent on other partners. This may be about organising a community or street or to tidy up an area of land or start a growing project.

In most cases, there will be a need to be dependent on the Authority and partners to help develop proposals. This may be due to land ownership, specific regulations and consents required. Responsible officers that tend to provide technical advice tend to get involved later on in the community engagement process unless the issue has a direct relationship to their service area. Proposals can be perceived as being desirable at times and non-statutory which results in community engagement type officers having informal chats outside of mainstream work. There is therefore a need for technical staff to be engaged in the early days of community engagement and to understand where community input and resource can lead to local ownership, opportunities for delegating maintenance/management and shared costs.

3.3.4 Delivery

Delivery of projects often sits outside of community engagement practitioners control, sometimes due to physical works that are led by commissioning organisations. There is still a need to help groups oversee and monitor to ensure physical results meet the projected need in terms of function and sustainability.

On commissioning, officers also discussed whether a consortia approach to procurement could be developed that helps network local commissioning organisations thereby achieving smarter procurement and value for money.

Moving away from capital type community projects, the role of volunteering and local businesses is an untapped opportunity which can be corralled with corporate and social responsibilities enabling community painting, tidy ups and supporting local schools and organisations.

3.3.5 Sustainability

In addition to sustaining community projects through use, management and maintenance, there is still a perceived need to work with groups to watch their natural progression as they move from smaller confidence building projects to ones that may grow in scale but are jointly delivered by the community and enabled by the Authority. There is also opportunity for maturing community groups to coach other emerging groups with their experiences and lessons learnt to ensure they keep growing whilst considering succession planning.

Finally, how outcomes are reported back to the Authority and the Public Service Board are important in seeing where effort has realised local benefits and whether these demonstrate a localised impact or across a number of communities of interest.

The proposed 'Collective Impact' tool could provide a mechanism for channelling both hard and soft outputs that can be aggregated at a local level or towards County outcomes and could be used by the Public Service Board in understanding outcomes and the process that were used to achieve them.

3.3.6 Plans or Frameworks?

The need for a "plan" or a "framework" was questioned through the community engagement process with some officers recognising that a plan provides focus, accountability and direction for a place. The Local Government Bill and Wales Planning Act places emphasis on the need for local planning authorities to work closer with Town/Community Councils with its promoting "Place Plans", although these are a non-statutory requirement. Some interviewees commented on the existence of historical place based plans through rural development activity and the subsequent risk of duplication and over-consultation. Other comments spoke of the risk of Place Plans being town centric and not relating to their immediate hinterland and wider rural area. Planning officers also commented on the timing of Place Plans in Monmouthshire with the Local Development Plan due for review and an emerging Strategic Development Plan to place strategic priorities on the area. Place Plans do however help manage change e.g. housing allocations and do direct S.106 monies from developers towards targeted needs, and therefore need to be considered in the community engagement "mix".

Outside of physical place, some interviewees commented that Plans don't always fit with the well-being agenda, specifically the Council's Prevention and Early Intervention with social inclusion, befriending and volunteering activity focusing on participation in community life and engendering a sense of belonging. Consideration of the word "framework" rather than "Plan" may provide more flexibility in approach yet achieve the same outcomes.

3.3.7 Funding

The need to co-ordinate funding and bring together the small parts to create the whole is an overwhelming message from community engagement practitioners. At an area committee level, interviewees saw the need for the pooling of area committee grants, discussion on how Community Council precepts can be used and more of a community-plan led use of Section 106 contributions. Early engagement with community type organisations so that the need dictates the type of funding is also required.

- Community engagement is about listening, consulting, having a conversation, sometimes regulatory but mostly bottom up with timing and motive important; the Council current provides various forms of engagement through the Wales Future Generation and Well-Being Act but it needs alignment and continued involvement and collaboration.
- Community development is about moving from a conversation into action, removing barriers, giving resources, space and trust to develop shared ideas.
- Community development is not asset based not just issue based – this diversity requires the need for new thinking.
- The maturity of community will shape the approach to how you engage and support, with the need to help grow community leaders to enable diversity and equity.
- There are a number of toolkits that are available which need to be brought into one place for communities to use.
- There are examples of officers working together due to “personality” rather than structure, there are therefore some missed opportunities including opportunities to look at different ways of delivery.
- Discussion on how communities present their priorities in the form of local plan and frameworks.

3.4 Skillset

As part of the series of community workshops, participants completed a skills profile form as well as further discussion in the workshop. Skills were grouped into softer and the more harder, technical skills.

3.4.1 Soft Skills

There is a common skillset within those officers that see themselves as community facing and acting as intermediaries, co-ordinators and enablers. Engagement skills are a pre-requisite for striking up a conversation and participation within a community with strong inter-personal qualities key to ensuring community engagement practitioners are perceived as accessible, helpful, approachable and friendly. This is supported by the ability to identify potential individuals and groups within a community specifically when the Authority is presenting an opportunity to make a difference.

Figure 4 - "Soft" Community Engagement Skills

Facilitation is a key role for most officers when managing change and a key quality in shifting ways of working and the role of communities in co-delivery. This is supported by coaching, mentoring and leadership skills and creating positive working relationships within the Authority and across communities.

When looking at communication skills, comments focussed on the need to listen to individuals and community groups, being able to speak and articulate key areas for discussions and joint ideas, and capturing these in a user friendly written format. Interpreting discussions within a community and how these meet local need as well as alignment to wider strategic outcomes is also important, specifically when looking at resources and funding. As part of the communication skillset, “telling stories” through pen portraits of a community and sharing similar experiences through case studies, all help build confidence and support community led action.

Negotiation, persuasion and influencing are skills that are essential for internal ways of working within the Authority, as well as building consensus within a wider community. Building relationships, and sometimes “conflict resolution” and having a political awareness, are also key skills in problem solving and reaching a shared solution. All of the above are also about focussing on growing individuals and groups using a broad skillset to achieve this outcome.

3.4.2 Hard Skills

Due to the diverse range of jobs and professions in the workshop sessions, the range of technical skills are transferable as well as specialist:

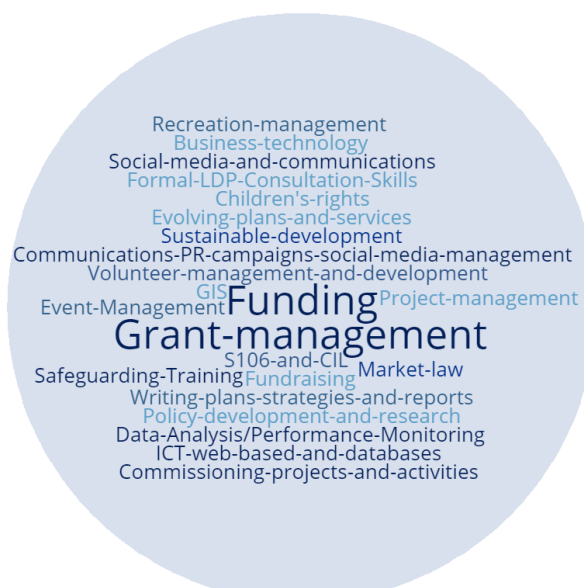
- Qualifications in project management as well as being able to commission projects and activities;
- Volunteer management and development which also includes Safeguarding Training Level 2 and Trainer Status;



Source: Community Engagement Workshop Attendees – 9th March

Figure 5 - "Harder" Technical Community Engagement Skills

- Communication skills specifically:
 - Copy writing
 - Public relations and campaigns
 - Social media management
 - Formal Local Development Plan consultation skills;
- Event management;
- Grant management and funding;
 - Writing funding applications;
 - Domestic and European funding knowledge e.g. RDP;
 - Fundraising;
- Knowledge of Section 106 and Community Infrastructure Levy;
- ICT;
 - Web based;
 - Databases;
 - Business technology;
 - Geographical information systems;



Source: Community Engagement Workshop Attendees
– 9th March

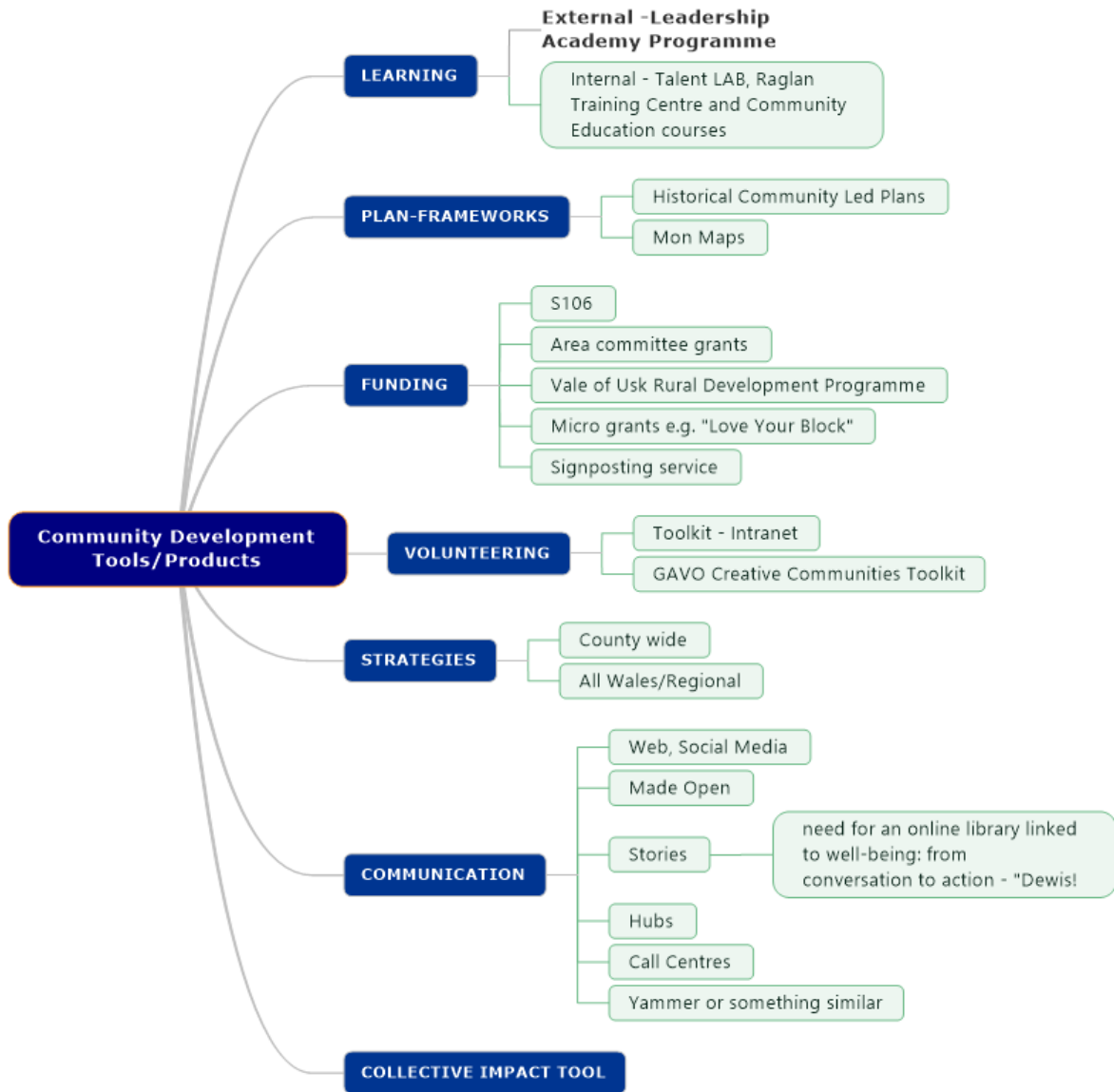
- Recreation management;
- Policy development;
- Data analysis;
- Performance management, monitoring and evaluation;
- Sustainable development;
- Specific skills: Market law, Children's rights - SOUL and Hidden Sentences Training; and
- Writing plans, strategies and reports, evolving plans and services.

3.5 Current Toolkit

Figure 6 overleaf illustrates the range of resources within the existing toolkit that a more integrated community engagement could provide. Areas for development include:

- Online libraries for staff and the wider community to access on best practice, stories (video) and downloadable case studies, evaluation reports;
- Integration of 'Made Open' into community engagement pathway so that users understand its placement, purpose and how it can lead to other means of support and networking outside of public meetings;
- Training – develop in-house training for community engagement that extends core skills, innovation and how to develop joint solutions;

Figure 6 - Community Engagement Toolkit - Now



Source: Community Engagement Workshop Attendees – 9th March

- The people based skills for community engagement and development are strong across a diversity of services and officers. Project management, communication, ICT and bid writing skills are also core technical skills that people possess.
- There are opportunities for training some responsible officers in core community development skills which would release time and resources from the current Whole Place team.
- There are a number of existing resources that can be pooled into a community development toolkit for Council users and for the wider community

4 Community Governance - Now

4.1 Role of Local Members

Local elected Members are seen to be the first point of contact for local residents and organisations when there is an issue or a proposal that relates to community well-being. Local members will often reside in their ward or community and will subsequently have a strong awareness of need and issues and the type of organisations that are active. Some members are very visible in their community with ward walkabouts and surgeries and are seen as local conduits for raising problems and making connections with the Authority. Some examples have been given though where elected members have turned to the Whole Place team on issues that are not directly related to community engagement i.e. streetscene. This diverts resources and blurs the role of community engagement type activity. There is therefore a need for some training and mentoring for elected Members. The Councillor's Workbook on Neighbourhood and Community Engagement Guidance from the Local Government Association¹ may be useful in shaping an approach to training material whilst the embryonic Community Leadership Academy will provide an opportunity to deliver bespoke training courses.

4.2 Area Committees to Date

Area committees were originally established following the need to engage the community in Area Working with the following roles and functions:

1. To help the Authority shape major proposals affecting the area and to advise the Authority about the implications for the area of the proposed objectives, plans and policies;
2. To lead the development of the local community planning process and produce a Community Plan for each area in a way which communicates the Authority's overall policies as well as safeguarding local interest;
3. To ensure properly coordinated services at a local level;
4. To encourage effective collaboration with public, private and voluntary sector partners locally to help the Authority meet the aspirations of local people;
5. To provide a forum for views of local communities and to encourage discussions and debate on matters of particular relevance to the area including participating in the process of Best Value Reviews as a formal consultee; and
6. To make decisions on matters within the area that have been delegated by the Executive provided those decisions are within the Authority's overall policies and budgetary allocations and do not adversely affect other areas of Monmouthshire.

Monmouthshire Council has operated a system of four area committees in Bryn-y-Cwm; Severnside; Lower Wye and Central Monmouthshire. Some area committees are perceived to work well, others not so which may relate to the level of social capital and activity within an area such as the presence of voluntary and community organisations and in some towns the existence of Programme Boards and Town Teams that have a local focus. Other comments have identified the lack of an area services officer (ASO) or direct resource for the committee following the removal of resource due to capacity and a lack of delegated powers to implement decisions arising from meetings. The ASO role was also seen to support making connections across community organisations which Whole Place has supported.

¹ <http://www.local.gov.uk/councillors-workbook-neighbourhood-and-community-engagement>

Comments on the role of area committees have focussed on the need to avoid duplication with local decision-making within communities. The role of local elected Members in bridging grass roots issues and ideas via area committees and onwards to Cabinet meetings is key to demonstrating that issues are being addressed and changed is being managed within a community. The need for area committees to be equitable and inclusive is seen as important with the need for co-opted representatives being key to opening up the local democratic process so that organisations are listened to and also form part of the local prioritisation process as well as supporting co-delivery.

4.3 Area Forums

There were three Community Forums in Monmouthshire in Bryn-y-Cwm, the Rural Forum and the Monmouthshire Partnership Forum. The Bryn y Cwm Forum ceased to exist when the Whole Place team were no longer able to provide facilitation services due to resource issues, the Rural Forum ceased when the Usk Cluster was formed however the Monmouthshire Partnership Forum continues although it is no longer serviced by the Whole Place team and is run as an independent forum to discuss local issues.

4.4 Programme Board - Town Teams

Programme Boards were devised to support the delivery of Place Plans with two set up in Bryn-y-cwm and Severnside. These town centred Boards were initially serviced by Whole Place officers. These have not met for some time with Town Teams appearing to have taken over responsibility for delivering actions within the respective town centres. These sit outside of the Authority with both the Caldicot Town Team and the Abergavenny Town Team formally incorporated as Community Interest Companies. Comments on how the respective town teams have operated can be found earlier on in the report.

4.5 Area Committee Grants

Area committees have operated a small capital grant fund of £20,000 per annum which is currently distributed equally amongst the four Committees, with £5,000 distributed to local projects across each of the four areas. Observations on the use of these small grants related to their need for greater governance around funding criteria, promotion, evidence of need and the type of projects that grants have funded. There is also a case for aligning these grants with other funding such as Section 106, RDP and small lottery grants so that leverage is maximised and greater impact generated.

4.6 Area Committees and Relationship to Community Centred Delivery

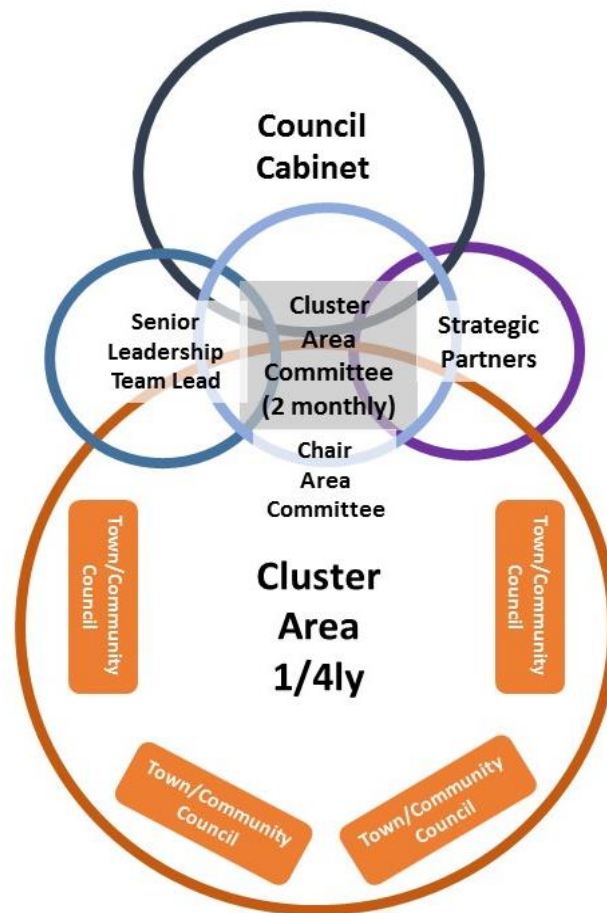
In 2016, the Authority saw the need to improve communication and relationships with its Town and Community Councils and so Cluster Area meetings were established. The cluster area roll out was identified by all interviewees as key to relationship building and establishing roles and responsibilities especially amongst Town and Community Councils. A Senior Leadership Team member in each of the five areas is a key bridge to corporate outcomes and strategic signposting to the Authority and onwards to the Public Service Board.

There is however a need to discuss the cascade of community engagement and place based support with Town and Community Councils specifically how they engage with their communities of interest. This is in relation to their geographical reach, types of groups, their residents, skills within Town/Community Council and any necessary training (possible use of RDP Vale of Usk Leadership Academy Training project). The role of community engagement and place based officers needs clarification and how plans/conversations are developed in the future especially within the context of place plans or local frameworks. The role of area committee grants and the future role of section 106 contributions or

Community Infrastructure Levy specifically with projects that are at a County or a town/community level also needs consideration to ensure transparency

When interviewees were asked about the future role of area committee, most officers had concerns over duplication and where Area Committees can add value when there is a greater emphasis on Town and Community Councils and increased devolution to a local level. The role of local County Councillors was seen to be part of the local solution and the devolved approach, with their involvement in their ward key to the gathering of intelligence, identifying needs and directing resources. Examples of proactive Members undertaking regular ward walkabouts and surgeries were identified with one suggestion that if there was to be a consistent approach to community engagement that joint training/mentoring for elected Members and responsible officers be provided.

Figure 7 - Relationship of Area Committees to Cluster Area Working



Source: Chris Jones Regeneration

The evolution of the clusters areas into joint decision-making bodies with area elected Members is logical and joined up, however representation from other community organisations is important in shaping prioritisation. Where interviewees saw merit in retaining and developing area committees, they saw the committee as a platform from where strategic and local decision-making meets. By bending strategic programmes to meet local need, interviewees recognise a role for area committees as a conduit for developing and delivering the well-being plan at a local level and directing resources such as S.106 contributions in a coordinated manner.

- The role of local ward Members is key to how communities participate and engage in their local area.
- Key legislation and the formation of the five area clusters is important to the future of shape of community governance and relationship to area committees, with implications for upskilling Community Councils and other community organisations.
- There needs to be a more integrated and smarter way of aligning grants and funding to local need to maximize leverage and gain greater impact. Use of digital platforms such as Made Open could also in prioritizing local issues through community voting and where resources such as grants should be spent.

5 Role of Section 106

The review of Section 106 has been undertaken through a workshop amongst planning officers and an interview with the Community Infrastructure Officer in the County Council.

5.1 Section 106 Funding

Section 106 agreements and their associated funding are made under Section 106 of the Town and Country Planning Act 1990, sometimes called planning obligations or planning gain.

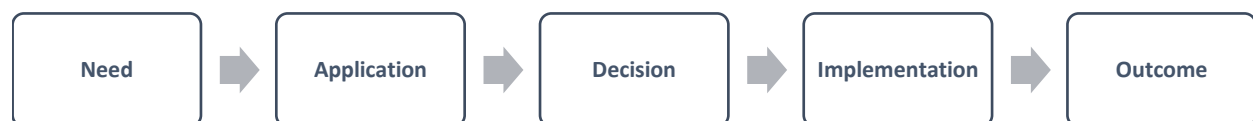
The agreement is between a developer and a Local Planning Authority which operates alongside a statutory planning permission. Such an agreement is entered into to prescribe the nature of development, to secure a contribution from a developer to compensate for any loss or damage caused by a development, or to mitigate a development's wider impact. Section 106 agreements are signed once planning permission has been granted. Any agreement needs to meet the statutory tests that any planning obligations in the agreement are "necessary to make the development acceptable in planning terms, directly related to the development, and fairly and reasonably related in scale and kind²".

Section 106 contributions can be made in several ways, including:

- Affordable housing – either construction or financial contributions towards;
- Education – contributions from developers (up to 5 individual developers' contributions can be pooled) can be collected towards larger infrastructure developments such as a local school;
- Direct site access;
- Flood protection;
- Wildlife protection measures; and
- On-site leisure recreation such as open space
- Off-site adult recreation
- Sustainable transport

5.2 Process

Figure 8 - Section 106 Review Process



Source: Chris Jones Regeneration

5.2.1 Management

The management and monitoring of Section 106 agreements and contributions is overseen by the Head of Planning, Housing and Place-Shaping with day to day responsibility to a planning officer and enforcement officer. These act as point of contacts at pre-application stage with the development management officer and on agreement, the follow-on monitoring undertaken by the enforcement officer.

² Welsh Government guidance – Planning – Section 106 agreements, July 2015

A Section 106 working group has been established for some 10 years, meeting regularly with the following responsibilities:

- To monitor Section 106 Agreements from first expressions of interest to the application of commuted maintenance and capital sums;
- To review arrangements for Section 106 Agreements and make recommendations for improvement;
- To receive regular reports from the Planning Enforcement Section identifying details of Section 106 Agreements, implementation timescales and payments received;
- To receive regular reports from Central Finance that sums received on the Authority's ledger reconcile to the Section 106 combined report, confirming budgets established and slipped, expenditure incurred and balances remaining on schemes. Highlighting capital budgets which are required to be added to the capital program and ensuring that controls within the Section 106 environment accord with financial processes elsewhere in the Authority;
- To be consulted on all matters in relation to Section 106 Agreements; and
- To be consulted on the application of Section 106 monies held for programme maintenance and capital schemes.

The working group comprises of responsible officers from planning, legal and finance with respective officers (highways, active travel, leisure, education, housing) reporting on progress against agreed contributions, associated consents/permissions, status of any agreements, expenditure incurred and general progress. The review attended a meeting of the working group meeting which presented a robust and well managed systems approach to how developing and approved Section 106 agreements were being delivered. The meeting provided a forum for co-ordination, troubleshooting and risk management and monitoring progress during the implementation of respective works.

It is chaired by the Head of Planning, Housing and Place Shaping with some strategic areas of scrutiny including viability on housing, clarifying the need and mitigation, and link to the development. The Chair is supported by a planning officer and by the enforcement/monitoring officer, who specifically:

- Logs the Section 106 agreements and any associated covenants;
- Ongoing monitoring: occupancy conditions with reminders to service heads; and
- Acts as an intermediary with other partners e.g. National Park Authority

The Whole Place Manager attends working group meetings with the remit to feedback local need, scrutiny of applications with lead officers and the lead elected Member prior to Cabinet approval.

Due to the Brecon Beacons National Parking (BBNPA) being the local planning authority for the northern edge of the Authority's area, representation from BBNPA is open but attendance has been sporadic. This is noted to be causing a lack of co-ordination on where Section 106 monies are being spent as well as transparency on monitoring of contributions. This issue needs to be addressed if a more integrated way of understanding need and directing contributions is made.

5.2.2 Need

Within the planning sphere, the needs of communities are identified through the infrastructure plan as part of the Local Development Plan (LDP) process with statutory bodies consulted as part of the process. Planning officers also use the Community Council profiles to understand specific characteristics and

potential areas of need. The workshop did identify the need for a more user-friendly asset or infrastructure plan that wasn't entirely welded to LDP documents but something that was accessible and potentially could inform any future Place Plans or frameworks within communities. County Councillors have also historically come to planning officers with requests as well as to officers in leisure with proposals that have come from Community Councils or other local organisations.

When looking at statistical or quantitative need for a proposal, there is agreement that well-being data needs to link to physical assets of a place. Opportunities with the project managed by the Authority's Policy and Performance Manager is a future action and could help to shape how future Section 106 contributions are targeted. By mapping data and evidence used in the well-being assessment and other information held by officers as part of the newly formed data network this could help shape how future S.106 contributions are targeted. The use of available digital platforms such as Made Open could enable the community to comment and vote on options enabling a more participatory form of local democracy in line with the involvement and collaboration principles enshrined in the Well-being of Future Generations Act.

There is also a need to review how, when and why communities are engaged as this is presently undertaken at the post Section 106 decision stage. Early engagement through community asset plans or place based plans could help in setting priorities across the five cluster areas. This would provide a hierarchical approach to investment, identify pipeline projects, in addition to leveraging other grants and adding value to Section 106 contributions. The need to develop a local prioritisation tool linking into 'Mon Maps' has also been identified. Some interviewees have also commented on the lack of a strategic focus or list of medium to long term projects that can guide Section 106 contributions which does result in single sites and projects being considered, albeit there is a cap on pooling up to five individual Section 106 contributions which does not restrict supporting larger strategic projects. The example of Monmouth pool has been highlighted with three housing sites being pooled together to meet "major priorities". The lack of a strategic framework to direct contributions which also provides a rationale to other groups that are seeking money for leisure/recreational projects is therefore needed.

5.2.3 Application

Development management officers will be the main point of contact with applicants and developers. A development management proforma has been devised which helps in co-ordinating responses to developers in relation to need and proposals (see annex). Main areas of liaison are on active travel, Education, S278 highways, affordable housing, leisure/open space and green infrastructure. Calls for Section 106 contributions are sometimes seen to be for "pet projects" or for proposals that have been historically linked to a series of old decisions which tends to block new ways of thinking. Larger applications are referred to Head of Planning with the majority mainly handled by development management officers.

Education and affordable housing requests are managed directly with off-site recreation needs led by the Community Infrastructure Officer. This officer does provide support to developers at pre-application meetings in terms of standards and cost estimates.

Working with the data network group, there is an opportunity to provide transparency on funding criteria for the use of Section 106 monies, how to identify ideas, develop proposals and provide a digital forum for the community to vote on priorities. Other non-digital voting systems would also need to be provided.

5.2.4 Pre-Decision

On affordable housing needs linked to Section 106 contributions, viability tests are undertaken in relation to demand and sustainability.

The main resource focus are the legal negotiations between the developer and Council solicitors which takes time and is a high-risk item in safeguarding the interest of the agreement, its conditions and future fulfilment. Some interviewees have commented on the various forms of Section 106 agreements and that a standard format needs to be agreed between developer, agent, landowner and the Authority.

5.2.5 Decision

The planning decision notice is the “trigger” for the period of implementation for the Section 106 agreement, with the Authority’s monitoring database helping to report on key triggers and co-ordinate when money comes in to the Council.

5.2.6 Implementation

Consultation with the community has historically started at the post planning application decision stage, with some interviewees feeling that this should form part of earlier engagement through a local plan approach. This tends to develop design proposals further, prior to contracted works, specifically on open space and play/recreation. Local decision-making through “local panels” has mixed views from interviewees with some believing that they help reach a consensual decision and others stating that the panel is not representative or elected. The Monmouth local panel is held up as an example where responsible officers in leisure, asset management and Whole Place have assessed and directed Section 106 monies in consultation with the Cabinet Member and a Town Councillor with three members of the public also observing proceedings. This approach has looked at evidence of need and level of match funding contribution which has made shortlisting easier and made Section 106 monies go further.

In looking at open space and recreation schemes to date, some interviewees have commented on the previous interpretation of the standards for play provision with one housing scheme in Rockfield having 8 no. play areas with 20 no. play areas in Monmouth town area. In going forward, interviewees have outlined a more flexible approach on the amount and type of open space that will be provided in new development. This common-sense approach and relaxation of standards therefore seems to be logical in terms of reaching sustainable and integrated solutions and helping with future maintenance costs.

Dependent on the nature of the works, a clerk of works will check on the physical progress of works in relation to quality and certification which is linked to monitoring reports to the S.106 working group. When an open space or play/recreation space is to be adopted by the Authority final checks will be made on completion.

There were mixed views as to whether the Authority should communicate which developers have helped to support community infrastructure in projects through S.106 contributions such as play and recreation as they are seen to be a form of mitigating impact or have specific sensitivities e.g. Chippenham Playing Fields campaign. Other interviewees see a need to promote the benefits of their investment so that it feels part of the community.

5.2.7 Outcome

There is no post monitoring of usage and benefits that have been generated from S.106 contributions. This is seen to be beyond the development management process but it is seen to be part of community

development and understanding how the well-being of residents has been impacted through works that will help with activity, cohesion and development.

- There is a robust system of monitoring Section 106 contributions from application, decision to implementation, however Brecon Beacons National Park Authority needs to move to a more active role on the working group, could the PSB influence this?
- More user-friendly asset or infrastructure plans could be developed that may form part of local “place plans” in going forward so that medium to long term priorities are agreed; these can direct future Section 106 contributions and generate pipeline projects.
- Greater data sharing between local need and outcomes should be developed across the Authority so that the relationship of land use and well-being can be captured e.g. Mon Maps, with a greater focus being placed on outcomes and impacts.
- Agree standard forms of agreements for Section 106 contracts.
- Consider ways of promoting the Section 106 investment from developers through site promotion or through community information to avoid missed opportunities from other potential community schemes.
- Maximise impact by identifying opportunities to use Section 106 funding as match funding to unlock bigger community schemes.

6 Community Engagement/Governance - Future

6.1 Focus/Ways of Working

In looking towards the future focus for the present whole place team and community engagement in Monmouthshire, there are several policy drivers and changes to ways of working that need to be acknowledged.

6.1.1 Monmouthshire's Well-being Assessment

Some of the key issues identified within the Well Being Assessment that relate to community engagement include:

Short term

- Monmouthshire has high levels of social capital and volunteering. By taking an asset and placed based approach there is an opportunity to improve well-being.

Medium term

- An ageing population brings many opportunities, however there are also challenges for service provision and increases in the number of people living with long term conditions which will create pressures on health and social care services.
- There are many vulnerable people in our society, this can arise from many things such as mental or physical disability or factors such as age, rural isolation and loneliness.
- Arts and culture can have a positive impact on emotional health and well-being providing opportunities for expression and social contact. However, funding for the arts can come under pressure in terms of austerity and there is a need to increase accessibility of arts, culture and heritage to maximise their contribution to well-being.

Long term

- There is inequality between communities and within communities. This includes educational attainment, wage levels and health outcomes. Research shows that inequality has a negative impact in many aspects of well-being with more equal services experiencing better outcomes.
- Development, climate change and pollution all present risk to the natural and built environment. These are central to our well-being and need to be protected and preserved for future generations.
- Climate change is likely to increase the risk of flooding, as well as many other risks, so mitigating climate change and building resilience will be crucial for communities.

6.1.2 The Planning (Wales) Act 2015

The Act requires Local Planning Authorities to:

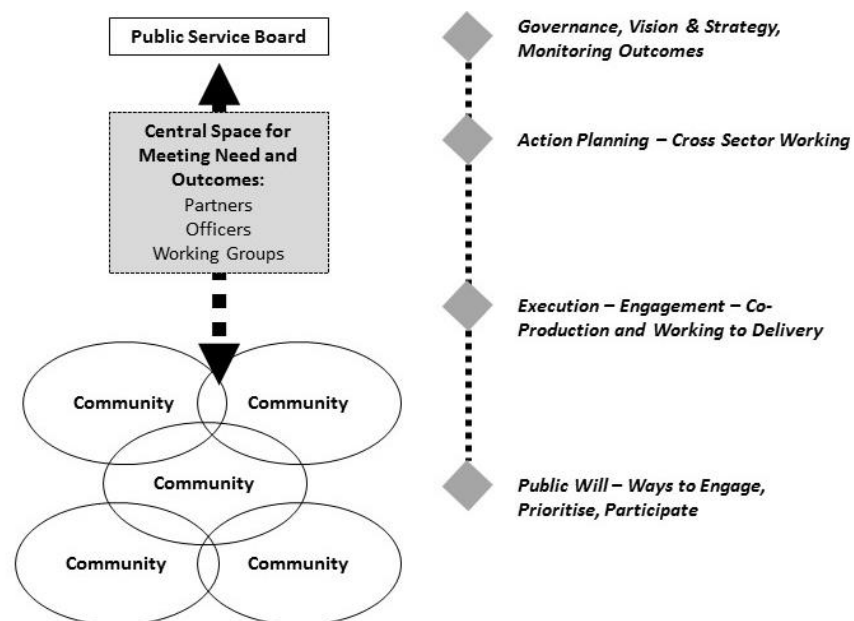
- Have regard to 'Local Well-being Plans' to be published by Public Service Boards (PSBs);
- Greater development engagement at the pre-application stage; and
- To consider the Positive Planning agenda and role of pilot Place Plans which should be prepared and led by communities to enable residents to have a greater say on developments within their local area.

6.1.3 Positioning Community Engagement

The review has come to an informed view that community engagement needs to be repositioned within a more centralised role as shown in Figure 9 below, for the following reasons:

- The Authority’s Well-Being Assessment will move next to the Plan stage and subsequent co-delivery with partners, focussing on how its resource structure and alignment can embrace i) integration ii) long-term thinking iii) prevention iv) collaboration and v) involvement - involving the people affect. The Public Service Board (PSB) is strategically responsible for the delivery and monitoring of the future Well Being Plan with the need for a coordinated and cross cutting approach to thematic areas and outcomes. There is a need to align the existing Whole Place team with the Authority’s Partnership team to help with delivery and provide the central channel where need leads to delivery and generates outcomes. Annex C to this report details the PSB structure, outcomes and leads.
- The Local Government Act and Planning Wales Act place emphasis on encouraging greater public participation in Local Government with community governance moving to an area based approach and “boards” made up of Elected Members, community bodies, the third sector, Community Councils and other public services. The Planning Wales Act has a focus on community led plans that supplement the Local Development Plan.
- The County Council has recognised the need to engage closer with its Community Councils since 2016 with the five-area cluster model now providing the forum for respective Town and Community Councils to come together and liaise with the County Council. This integrated approach provides an opportunity for the current whole place team to have more of an enabling and facilitating role, in addition to supporting the co-delivery of community led ideas. There is also a need to support Town and Community Councils with their skills and training as part of the transition in their roles in meeting well-being objectives and co-producing locally led frameworks such as Place Plans.

Figure 9 - Positioning Community Engagement



Source: Chris Jones Regeneration

6.2 Community Governance approach

The original objective for the review of community governance was to understand the role of area committees in facilitating community governance. As policy and legislation is opening up, the wider roles for elected Members in local authorities and Community Councils will not be solely directed along the Areas Committees pathway. There is therefore a need to recognise how other organisations and ‘joined-up’ working will have a role in community governance going forward

In Monmouthshire, the following pathway is therefore proposed that will facilitate and enable community participation and development.

Figure 10 – Community Governance/Engagement Pathway



Source: Chris Jones Regeneration

6.3 Roles/Responsibilities

The following roles and responsibilities are centred on awareness, building capacity, co-resourcing, coordination, scaling up and influencing local decisions and actions within communities.

6.3.1 Community Lead Enablers

This is not exclusive to the present Whole Place team as other responsible officers have responsibility for community engagement whether this be within leisure, community infrastructure, sustainability, planning or the Rural Development Programme.

Key roles and responsibilities include:

- Providing resources for high quality community leaders including elected Members at a County and Community Council level;
 - Access to Leadership Academy Programme (external);
 - Community engagement training for elected members (internal);
- Enabling the co-production and delivery of community led ideas through innovative ways of working;
- Building skills across the Authority in framework and plans development that guide local and strategic priorities;
- Providing a centralised resource that helps deliver against need through a well-being and place based approach at a local and strategic level, providing a conduit between the Public Service Board and its communities of interest;
- Recording intelligence and conversations that help establish need, types of support and resultant signposting whilst also providing toolkits to help visual outcomes.

6.3.2 Community/Town Council – Other Organisations

For Community and Town Councils to be competent and skilled in their role in local community engagement, there is a need to support them in this transition, whilst also respecting that some Community Councils may already be equipped to undertake this role.

Key roles and responsibilities include:

- To promote and raise awareness of local democracy and participation amongst residents and organisations;
- For local elected Members to develop skills in community engagement and development with the support of Community Engagement Enablers and organisations such as Planning Aid Wales;
- To understand the role of Community and Town Council in well-being and place based plans;
- To provide a local forum for partners/residents to shape local priorities and participate in the engagement and delivery of local plans and frameworks;
- To develop “local plans” that meet the needs of people and places within a Town and Community Council area; and
- To work with other Town and Community Councils where there is a need to address common issues and develop joint solutions e.g. community transport, local tourism initiatives.

Whilst there needs to be a focus and support for Town and Community Councils, support for community and voluntary groups and organisations needs to be maintained as well as helping non-formalised groups with their growth. Close working with Gwent Association for Voluntary Organisations on their Creative Rural Communities toolkit needs to be tied into these networks.

6.3.3 Cluster Areas

We understand that the five cluster areas have been established to improve communication between the Authority and Town and Community Councils, such a forum can also facilitate a space that brings issues and locally grown ideas for sharing and augmenting.

Key roles and responsibilities include:

- A place to involve Community Councils in strategic policy (Well Being Plans, Social Care Place Based approaches), cluster and County wide proposals, plans and initiatives, and funding opportunities such as Section 106, future CIL resources and other strategic investments;
- Relationship and shared locality solutions;
- Developing areas where local plans can join up and develop cross Community Council working;
- A place to gradually filter out “background noise” and deal with strategic issues and proposals;
- A conduit for County wide organisations to attend and share thinking and support e.g. GAVO;
- To aggregate local monitoring reports and to understand/celebrate outputs, outcomes and stories;
- A bridge between Community Councils and Area Committees where issues and priorities are raised with Senior Leadership Team officer and Area Committee Chairs.

6.3.4 Area Committees

A renewed focus on area committees needs to be an integrated way of supporting and ensuring Monmouthshire’s communities are resilient with a clarity for purpose when seen from a community perspective. From review workshops and interviews, area committees need to be citizen focussed and

seen to add value and influence, “where strategic and local decision-making meets” whilst directing resources to local priorities.

The March 2017 report to County Council has agreed to a pilot whereby Area Committees are retained as the sole structure with an increase in co-opted community members. There will be a need to discuss the numbers and type of community members that can be co-opted and whether these need to be nominated from within the respective cluster area. A key consideration for selection of the co-opted member will be their specific knowledge or competency that can support guiding the well-being of all communities within the respective geographical area of the committee. It is suggested that they are impartial and would not be there to influence their own organisation or place of residence.

Key roles and responsibilities include:

- Providing a clear link from the cluster areas in relation to area decision-making and onwards to Cabinet and County Council;
- To provide a place for the public to participate in local democracy as well as promoting other means of engagement outside of meetings that are accessible and responsive;
- To receive local plans/framework that evidence community need;
 - Local well-being plans and how they are contributing to Area and County outcomes;
 - The role of “Place Plans” and how these relate within the five respective cluster areas;
 - To respond to other community led initiatives in a strategic way;
- To provide support where necessary and look for ways of developing joint solutions within an area that is place and partner based;
- To adopt a more strategic way of co-ordinating funding that aggregates former area committee grants, Section 106 funding, domestic grants and innovative funding streams that maximises opportunity and impact;
- To understand how community engagement is making an impact within respective communities through regular monitoring and evaluation reports (local stories and hard data); and
- To conduct area committees’ business within a collective advocacy role and a culture of doing.

A draft terms of reference for area committees is found in Annex B to this report.

6.3.5 Role of Local Members

Whilst not shown in Figure 10 as part of the community governance/engagement pathway, elected members at a County and Community level are the visible face of local democracy and key to the well-being of community life, as they represent and influence services and local investment.

With a new political administration to be elected in May 2017, this presents a perfect opportunity to focus on a refreshed approach to local engagement and community engagement.

Future key roles and responsibilities include:

- To provide information to local people to help them make informed decisions e.g. fact sheets, websites and open houses/surgeries;
- Where there is a key issue or an opportunity for a community, offering consultation and a community workshop, walkabout;

- Where residents and communities want to work in an equal partnership with the Authority, provide opportunities for co-production, participatory budgeting and prioritisation and resident managed projects; and
- To provide clarity on the resources and defined pathways to community engagement support within the Authority and with other partners.

6.4 Values, Brand, Communication & Toolkits

Further to the recommendation to repurpose whole place and its associated community engagement activity following the realignment with the Partnerships team, there is a need to provide an identity and brand that has the right values and is communicated in the right way.

A key message from this review has been that community engagement activity in the form of Whole Place has been known within the Authority but has not been widely recognised as the vehicle for community engagement and development, within the Community.

Once agreement on the form and function of community engagement and its role with community governance has been made, this needs to be considered in terms of the following items:

- What should the service be called so that it is clear and accessible to its audience - the community of Monmouthshire – Communities and Partnerships for example?
- What are the brand values of the service and how should these be projected in any material that promotes what it does and how it does it, both internally and externally?
- What existing forms of communication does the Authority have and how can these be adjusted to meet the refreshed identity for community engagement?
- What internal forms of communication can be provided to facilitate more integrated community engagement activities across Authority services? These can be discussion or project based areas in association with the Authority's Communications Team.

6.4.1 Toolkits

There are several existing toolkits and support programmes that could be have a stronger alignment to community engagement so that an integrated approach is shown to potential users. These include:

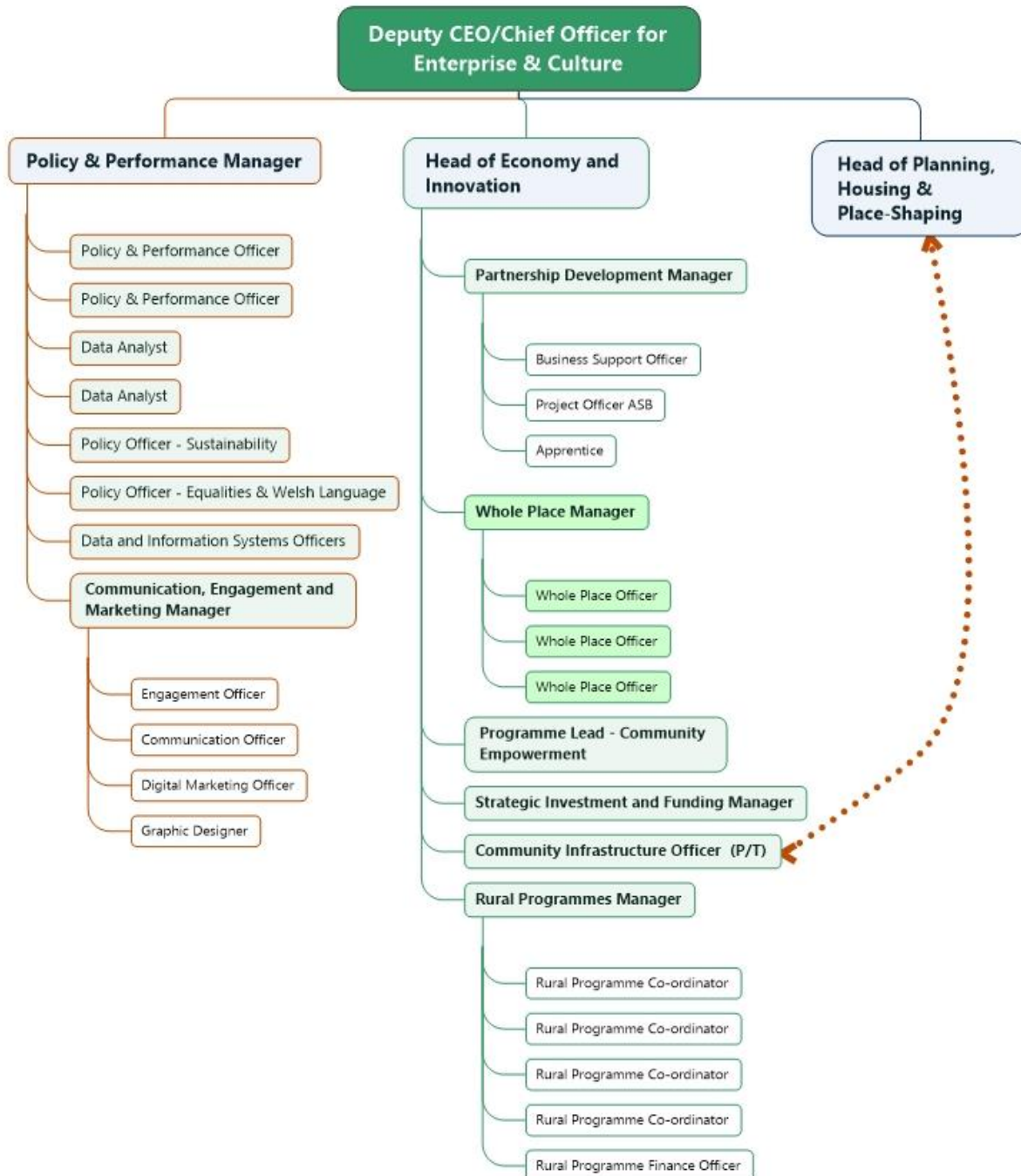
- Made Open: <https://monmouthshire.madeopen.co.uk/>
- GAVO Creative Communities Toolkit: <http://monmouthshire.biz/project/creative-communities-toolkit/>
- Community Leadership Academy: <http://monmouthshire.biz/project/community-leadership-academy/>
- Funding finder: <http://monmouthshire.biz/funding-finder/>

7 Next Steps and Recommendations

7.1 Proposed Structure

Error! Reference source not found. Figure 11 below shows the current structure of where the existing whole place team is placed.

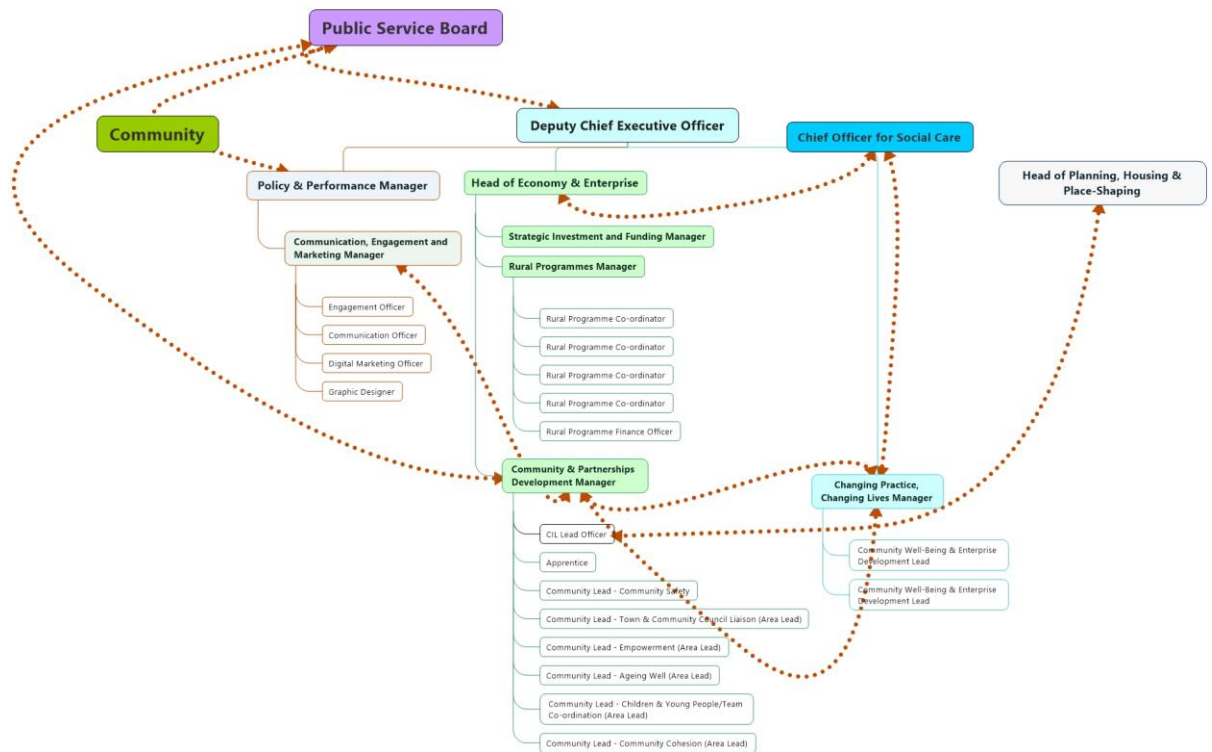
Figure 11 – Current Interim Structure for the Whole Place Team



Source: Chris Jones Regeneration

Figure 12 below, proposes how the proposed structure to meet the strategic needs identified earlier in Figure 9, which detailed the need for a more centralised approach that would enable closer working with the Partnerships team and alignment to the Authority’s future Well Being Plan as well as enabling and influencing other strategic ways of working.

Figure 12 - Proposed Structure



Source: Chris Jones Regeneration

7.2 Line management

The current Whole Place team is line managed by the Head of Economy and Innovation by restructuring both the Whole Place and the Partnerships along with Community Empowerment and Community Infrastructure it provides a much more consolidated offer. Strengthened links with Strategic Investment and Funding and Rural Programmes will offer further opportunities to align resource for added value and maximum impact whilst enabling stronger collaboration, signposting across teams and a closer association to the Well-Being Plan enabling a visible link between communities and the Public Service Board.

Outside of this immediate structure, there is a need to continue cross team working through the Strong Communities Group and support other teams in skills development and looking to co-production.

Figure 13 - Centralised and Thematic Working Across Services and Teams



Source: Chris Jones Regeneration

7.3 Roles and responsibilities

For the newly aligned Communities and Partnerships the following roles and responsibilities are proposed.

7.3.1 Role

“Enabling communities to shape their priorities by understanding their needs and encouraging people to work together towards a collective concern or opportunity that improves and sustains well-being for all.”

7.3.2 Responsibilities

- To provide a centralised resource that helps deliver against need through well-being and place based at a local and strategic level, providing a conduit between the Public Service Board and its communities of interest;
- To provide a common ground where current legislative drivers and County outcomes meet local need and priorities;
- To build on relationships and grow trust between the Council and communities, specifically Community Councils, local organisations and residents;
- To provide resources for high quality community leaders including elected members at a County and Community Council level;
 - Access to Leadership Academy Programme (external)
 - Community engagement training for elected members (internal)
- To enable the co-production and delivery of community led ideas that are both physical and/or through social capital and through innovative ways of working;
- To help build skills across the Council in developing frameworks and plans that guide local and strategic priorities e.g. well-being plans, place plans;

- To provide toolkits for communities that support the pathway from need to delivery;
- To support the management and alignment of funding and investment in communities that is integrated, enables additional leverage and is sustainable; and
- To provide management information systems that help capture, analyse and present the outputs and outcomes of community engagement that aren't just about hard data but about community stories.

7.4 Recommendations

That the review findings be considered and form part of future delivery for:

- a. Community Engagement
- b. Section 106 Contributions
- c. Community Governance

The table below sets out recommendations that are linked to the three parts of the review.

Theme	Recommendation
Community Engagement	1. To pool and integrate community engagement tools e.g. Made Open, Mon Maps, online stories/best practice, draft Collective Impact Tool into a central resource that supports more co-ordinated internal working and facilitates local communities to engage, learn and co-deliver.
	2. The Public Service Board needs to recognise its role in delivering strategic outcomes with partner organisations acknowledging their role in partnership support and community engagement, specifically recognising a need for the equitable funding of resources.
	3. The forthcoming Leadership Academy programme funded through the Vale of Usk Leader Rural Programme is a key resource for community groups to upskill and build their capacity and needs to be integrated into other touch points for training, learning and development, and needs to be widely promoted when ready for publicising.
	4. To provide training for some responsible officers that are community facing in core engagement skills and working towards a suite of co-delivery principles.
	5. The Authority's data network needs to ensure an integrated approach to how data shows need, informs decision-making and tracks the results and outcome of how resources are directed across communities and how these relate to key legislative drivers such as the Future Generations & Well Being Act.
	6. The Authority needs to consider the role of community plans, specifically historical activity to date, the Positive Planning agenda and role of Place Plans and the role of Community Councils with their co-delivery if these are seen to have more direction from Welsh Government.

	<p>7. The existing Whole Place resource be repurposed to be strategically align to the delivery of the Future Generations & Well Being Act, meeting the role and responsibilities outlined in 7.3.1 and 7.3.2. To align other responsible officers to a more centralised approach to community engagement and co-delivery with the local community.</p>
	<p>8. That the suggested future structure be considered and the Authority commences the implementation of officer and resource changes that responds to the future needs of Monmouthshire communities.</p>
	<p>9. To develop a communications strategy and campaign for the repurposing of the former Whole Place programme that has clear internal and external messages on its specific purpose, services and ways of working and how other partners form part of the wider community engagement activity.</p>
Section 106	<p>10. To maintain the sound management and monitoring work of the Section 106 Working Group</p>
	<p>11. To ensure Brecon Beacons National Park Authority take a more participatory role in the Working Group so that a holistic approach to the direction of Section 106 contributions is achieved.</p>
	<p>12. To work with other responsible officers on the development of local asset or infrastructure plans that could support place based or locality based planning and delivery.</p>
	<p>13. Responsible officers to work with the Authority's data network in order to link need to delivery to local/strategic outcomes.</p>
	<p>14. To develop a standard format for Section 106 agreements.</p>
	<p>15. To integrate decision-making on Section 106 contributions through area committees with local communities provided with opportunities to recommend priorities, where feasible.</p>
Community Governance	<p>16. For area committees to have a key role in the delivery of Monmouthshire's Well Being Assessment and Plan, providing a forum and local decision-making body to understand need and priorities, listen to its community and direct resources that meet both local and strategic outcomes. Suggested roles and responsibilities are outlined in 6.3.4.</p>
	<p>17. To pool existing area committee grants with other grants, funding and contributions such as Section 106 so that a more integrated approach to addressing need and maximising funds is achieved.</p>
	<p>18. To provide joint training/mentoring in community engagement for elected Members and responsible officers be provided.</p>

	19. To support Community Councils with the transition of co-delivering community led ideas through training, provision of tool-kits and continued communication through the five-area cluster model.
	20. For the terms of reference in Annex B to be considered by the Authority.

Annex A
Section 106 Proforma

Affordable Housing Requirements:	
Relevant Officer:	Shirley Wiggam
Transport Contributions:	
Relevant Officer:	Christian Schmidt
Education Contributions:	
Relevant Officer:	Matthew Jones
Recreation Contributions:	
Community Projects:	
Relevant Officer:	Mike Moran
Countryside Contributions:	

Relevant officer:	Ben Terry, Shaun Pritchard, Kate Stinchcombe, Jim Keech
Highways Contributions: Details of any s278 contributions/ Requirements: (s38 Agt required if land is required to be dedicated as highway) Payment Dates: Relevant Officer:	 Christian Lowe
EH Contributions: Relevant Officer:	 Paul White
Other Contributions: Relevant Officer:	 Martin Davies

Annex B

Terms of Reference for Area Committee

The Terms of Reference and delegated powers of the Area Committees shall be to promote the economic, social and environmental well-being of their area by:

- championing the area by raising issues of concern to residents, organisations and businesses with the Council and other organisations, and influencing how services are delivered and spending plans for the area
- supporting, co-developing and approving Area based plans and frameworks through statutory, private and third sector participation, consultation, development and delivery; these plans need to respond to the issues and need of Monmouthshire's Well-Being Assessment and other key legislation and policies
- consulting with neighbouring area committees where there are issues and solutions that can be jointly delivered
- contribute to the five-cluster area working so that Town and Community Council have strong links to area committees and feel equals in local community governance
- contribute to the decision-making process on funding and grants such as Section 106 contributions, local area grants and where funding unlocks proposals that meet local need
- providing a forum at which local residents, organisations and businesses can question the Council and partner organisations about local issues, the delivery of services and proposals affecting the respective area
- consulting on matters affecting the local community and expressing a view on matters affecting more than one area of the Borough
- promoting the role and responsibilities of local elected members and ways to engage with them outside of area committee meetings
- receiving feedback on the outcome of petitions relevant to their area submitted to the Council, and if necessary pursuing issues further
- advising the Council's Scrutiny Committee on matters of interest in the area and giving views on matters referred to them by this Committee
- producing an Annual Business Plan, and an Annual Report on the work of the Area Committee which will inform the Business Plan for the next year.

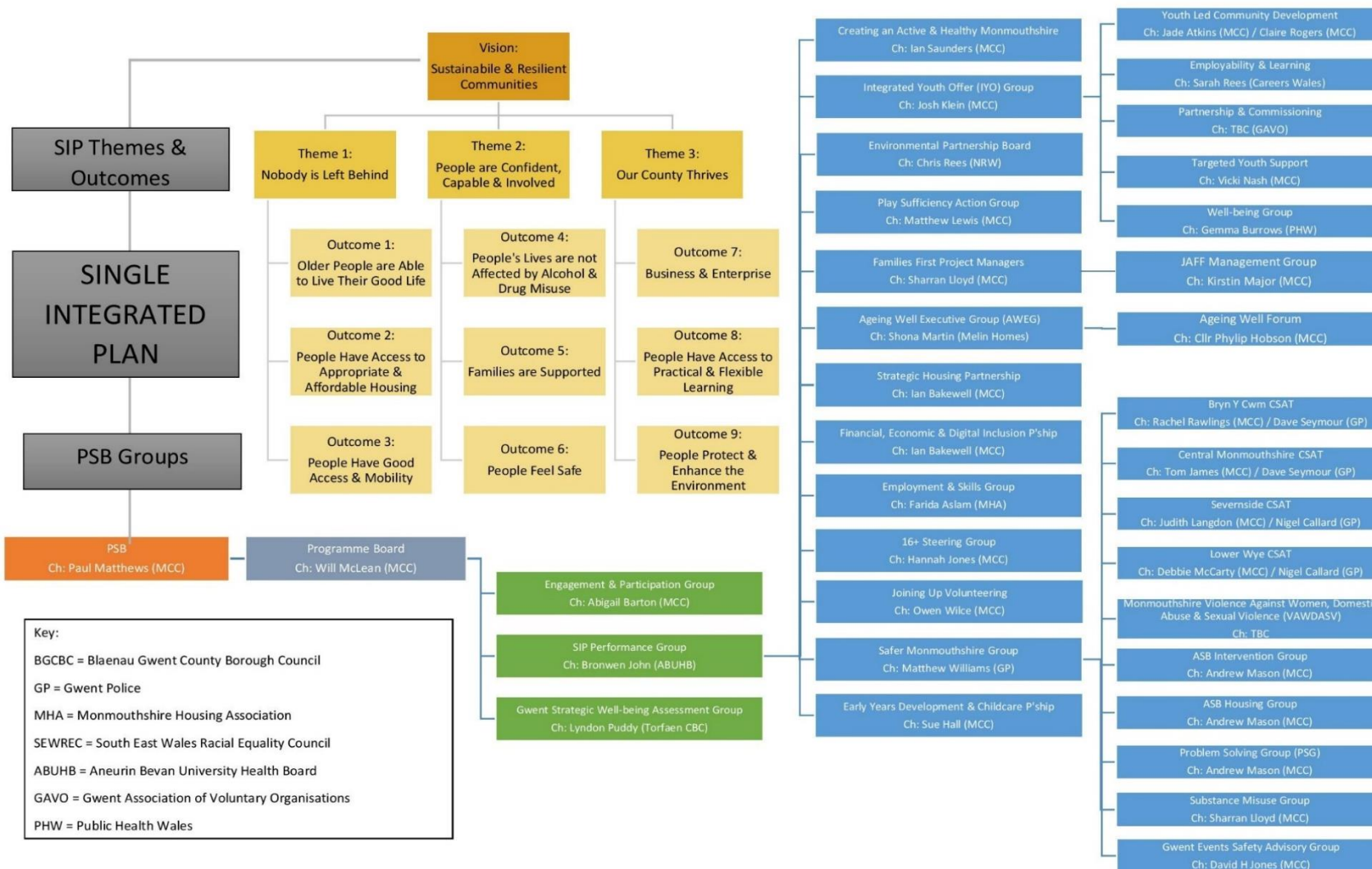
The work of the Area Committees will be based upon the following principles:

- encouraging the active participation of residents, local organisations and businesses in improving the well-being in the area
- enabling local communities to express their views upon, and have opportunities to influence, decisions which affect them
- ensuring that local needs are taken into account by decision makers
- fostering good community relations between people of different ages, and ethnic and social backgrounds, both within the area and across the County
- building partnership between the Council, communities and other organisations in working for the benefit of the area and the wider County
- to demonstrate the economic, environmental and social return from participating in area committees and wider community development activity

Annex C

Public Service Board Structure, Outcomes and Leads

Page 72





Community and Partnership Development Team

The Way Forward (Draft)



monmouthshire
sir fynwy

Appendix Two

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Version Control

Title	Community and Partnership Development Team
Purpose	Delivery Plan
Owner	Chief Officer, Social Care, Health and Safeguarding
Approved by	Not yet approved
Date	July 2017
Version Number	0.1
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Review Frequency	Annual
Next review date	August 2017
Consultation	Stronger Communities Select, Cabinet

Alternative formats

We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

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Introduction

Public service delivery is changing. With an ageing population, reducing budgets and ever increasing demand, dependency upon public services is increasing when budgets are decreasing. As a local authority we need to rethink our relationship with our local communities to enable us to successfully redesign our services. We need to think longer term about how we work together to identify and co-produce the right services going forward that will help us tackle the challenges that lie ahead. This proposal for a new Community and Partnership Development Team, will change how we work with our communities and partners to help bring about social change and improve the quality of life in our county.

Context

The Well-being of Future Generations Act and the Social Services and Well-being Act are encouraging us to look ahead and identify new ways of doing better things. As a requirement of the Act, the Public Service Board and the Authority undertook a Well-being Assessment in 2016, which provided us with an understanding of the assets, challenges and opportunities within our county. This enabled us to set well-being objectives in March 2017 that will form part of the well-being plan in 2018. This proposed strategy for a Community and Partnership Development Team aligns with the well-being objectives, enabling co-production by taking a local asset and place based approach. The new team will work bottom-up, bridging the gap by balancing community needs with Authority priorities, to ensure the county's future sustainability.

Background – The Community Engagement Review

In October 2015, a review of community governance established the need to understand the Authority's level and type of community engagement and its direct relationship to how local needs and solutions are identified, developed and delivered in the context of the role of local decision making by Area Committees. In October 2016, there was a recognition that in light of the Future Generations Act and the Authority's evolving Future Monmouthshire programme, there was a need to extend the review to address the following objectives:

- Clarification of the strategic direction required to meet legislative requirements & enable asset and place based delivery;
- Repurposing of the Authority's Whole Place team;
- Identification of joint working opportunities internally to enable a streamlined approach;
- Assessment of new roles in the provision of impartial advice across the county's five strategic settlements;
- Understand how Section 106 and Area Committee Grants can be used strategically to address resource implications for a sustainable, place and asset based approach; and
- Reconfiguration of the community governance model to preserve the leadership role of Members and encourage wider community participation.

The review concluded that in general:

- the lack of a centralised community engagement/partnership structure was leading to missed opportunities to share and maximise resources and intelligence;
- the lack of Town/Community Council engagement was resulting in a disconnect between the Authority and Public Service Board (PSB) and a subsequent lack of knowledge of needs and priorities, extending to surrounding local communities;
- the current disconnect between the PSB, internal partners and funding opportunities was failing to address local community needs and priorities effectively and sustainably;

From a democracy perspective the following specific conclusions were drawn:

- The role of ward Members is key to community participation & engagement;
- Legislation and Cluster Areas are important to the future shape of community governance and Area Committees;
- Cluster Areas provide the opportunity to involve Community/Town Councils in strategic policy, to highlight funding opportunities and provide an opportunity to think spatially as well as locally;
- Area Committees provide a clear link between Cluster Areas and Authority decision making, with a key opportunity for communities to have a voice and participate in local democracy – In March 2017, the Authority approved the piloting of a new model in Bryn y Cwm, whereby Area Committees will be retained as the sole structure, providing a clear link between Cluster Areas and Authority decision making with a view to supporting joint working and adopting a strategic approach to coordinated funding opportunities;
- The new Community Leadership Academy, aligned to Whole Place, will be a valuable resource as it is designed to increase the participation and quality of community leadership by providing a suite of learning and development opportunities, upskilling members as well as community organisations to enable a common approach.

Finally, from a sustainability perspective the review concluded that:

- Area committee grants need to work in a more integrated manner to enable funding to be used in a smarter way to maximise impact and value;
- Section 106 contributions are well managed and underpinned by robust monitoring processes but are not focussed on outcomes or long term impacts that meet local or strategic needs;
- There is a current lack of strategic community engagement activities and data sharing resulting in missed opportunities to address medium to long term priorities;
- The current lack of promotion of Section 106 projects results in missed opportunities to encourage wider community participation to address longer term needs.

Strengths

As with any service review the main focus is on the measures that need to be put in place to improve provision however before changes are made it is always important to reflect on the strengths of the existing offer to ensure best practice is not lost. In this particular instance there is much to be applauded:

- The Authority is renowned for being proactive in the area of place based community development, predating other drivers such as the need to deal with unprecedented cuts to government support for local authorities and the imperative for public service transformation outlined in the white paper 'Reforming Local Government: Power to Local People'. The position of the Authority at the cutting edge of this agenda has been acknowledged by Ministers and other local authorities.
- Significant local and asset based development and activities are already taking place and have made significant impacts ranging from the Whole Place Plans; local area co-ordination/ small local enterprise and placed based working addressing loneliness and isolation as well as the Rural Development bottom up approach to community capacity building;
- Skill sets within existing teams are high. There is a strong base of hard skills such as core technical and academic qualifications whilst softer people based skills are in abundance amongst a diversity of officers within many service areas;
- There is a wealth of existing resources already available to the Council that can be pooled into a community development toolkit for Council users and the wider community; and

- The county's volunteer base is high with over 63% of residents taking on volunteering activities many of whom have high skills sets, linked to the fact that over 42% of the population are educated to NVQ Level 4 and above, compared to the 35% Wales average.

So what problem are we trying to solve?

As the Well-being of Future Generations Act requires co-delivery with partners, the current disconnect between the PSB, the Authority and the local community needs to be addressed, to enable this, community engagement needs to be repositioned within a more centralised role. There is also a need to address the current lack of specialist support in strategic PSB areas such as health and well-being issues, isolation, ageing well, community cohesion, etc. In addition, the current services structure provides little support for the Authority in their Cluster Area activities whilst the current lack of direct Town/Community Council engagement/liaison is leading to a further disconnect with communities and a lack of knowledge of needs and priorities.

In making its recommendations the review addressed the current challenges advocating a restructure of two service teams i.e. Whole Place and Partnerships with the additional need to bring in the Programme Lead for the Community Leadership Academy, all working together as the newly defined Community and Partnership Development Team. Strategic, working links also being made to the future role of a Community Infrastructure Levy Officer and the Community Well-Being and Enterprise Development Leads to ensure maximisation of funding resources and reduce the potential for service duplication.

This proposed way forward for a newly defined Community and Partnership Development Team demonstrates a progressive step for the Authority, providing an opportunity to work cross directorate to tackle future challenges and identify and deliver tangible outcomes to ensure the county's future sustainability. The proposed forward plan therefore has a dual purpose. Firstly, to present the findings of the Community Engagement review and proposed next steps. Secondly, to present the strategic context for the new team, clarifying their aims and objectives and identifying a performance framework to enable the team and the Authority to measure their success.

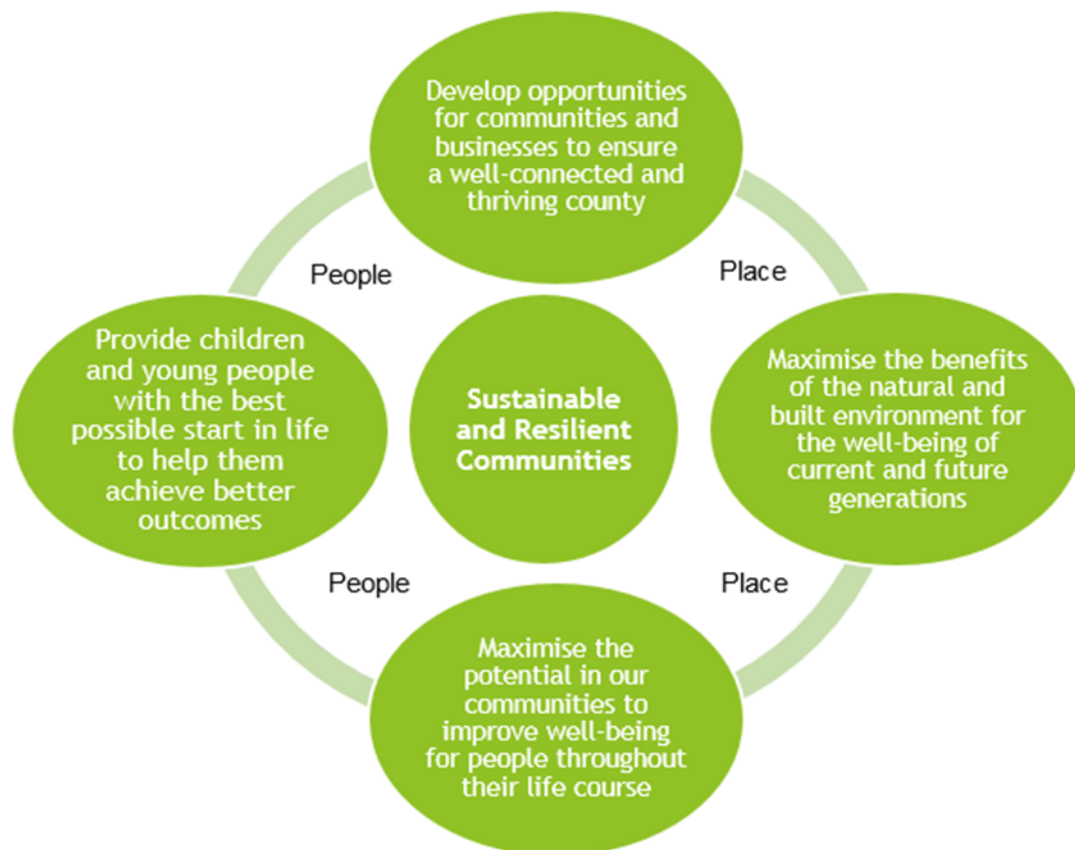
The Strategic Vision for Monmouthshire

We want to enable the building of sustainable and resilient communities that support the well-being of current and future generations.

Strategic Context: ‘Building Sustainable and Resilient Communities’

Building sustainable and resilient communities is the unifying purpose for the diverse range of services for which the Authority is responsible, ultimately aiming to improve our place and maximise the contribution and well-being of the people in our communities – this purpose therefore provides the strategic context for the team. The Authority’s well-being objectives that will help guide the delivery of this vision/purpose are detailed in Figure One below:

Figure One: Monmouthshire’s Well-being Objectives

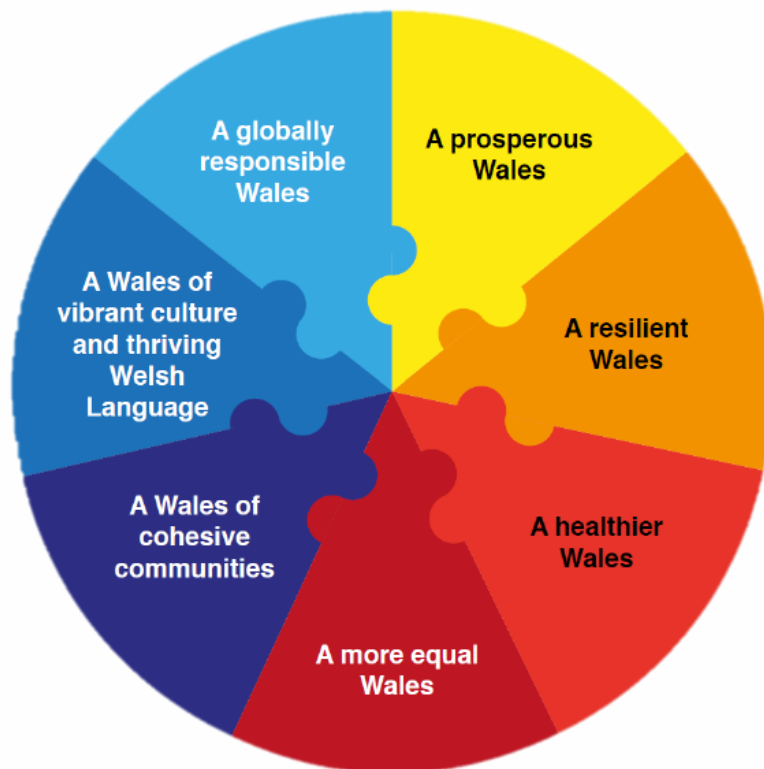


The well-being objectives are at the heart of how the Authority carries out sustainable development and improve the economic, social, environmental and cultural well-being of the county. Legislation, evidence and policy also guide our decision making, the most relevant for the Community and Partnership Development Team are detailed below:

The Well-Being of Future Generations Act

The Future Generations Act is fundamental legislation that helps us ensure that present needs are met without compromising the needs of future generations. There are seven well-being goals that we must consider when developing new strategies for our services as illustrated in Figure Two below:

Figure Two: Seven Well-Being Goals of the Future Generations Act



We must also demonstrate that we have applied the sustainable governance principles in our decision making:

- Balancing short term needs with long term needs;
- Using an integrated approach, balancing social, economic and environmental needs;
- Involving others and taking their views into account;
- Working in collaboration with others;
- Putting resources into preventing problems.

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals. In addition, the Act also places a duty on certain community and town councils, whose gross income or expenditure exceeds £200,000, to take all reasonable steps towards meeting the local objectives included in the local well-being plan.

Social Services and Well-being Act and Safeguarding

This Act came into force in April 2016 and will transform the way care and support is delivered making it a responsibility on more than just the social services department. It is about promoting people's independence to give them a stronger voice and more control and support for people of all ages, as part of families and communities, so they are less dependent on institutional services. The Act will:

- Engage with and empower citizens
- Promote independence and well-being
- Give people who receive support and their carers control over their lives and the support they receive to maximise independence.

The Planning (Wales) Act 2015

This Act requires Local Planning Authorities to:

- Have regard to 'Local Well-being Plans' to be published by PSBs and ensure greater development and engagement at the pre-application stage to ensure local communities are able to engage early on in the planning process to influence development proposals;
- Establish Strategic Development Plans that will focus planning for areas with matters of greater than local significance. The key will be to focus on areas where development is of a strategic nature; and
- A requirement for Local Planning Authorities in Wales through the Positive Planning agenda associated with the Planning Wales Act should consider the role of community based planning such as the pilot "Place Plans". These are not statutory but need consideration within broader community engagement activity. Place Plans are still in their pilot phase with limited guidance on how they should be prepared and what they should include.

Strategic Delivery: Public Service Board Partnerships

In order to apply strategic context to delivery, the team will be the conduit for reporting partnership activity, challenges and barriers to the PSB Programme Board operating as a bridging mechanism between partners, town and community councils and communities. This will enable the team to help shape the partnership landscape not only meeting the statutory duties of the Authority in relation to crime and disorder, ageing well, etc. but ensuring better coordination and links between the PSB Strategic Board and the wider Monmouthshire communities as a whole. The team will enable the PSB Partnerships and the community to come closer together to ensure that the Authority is adopting the five ways of working under the new Well-Being of Future Generations Act i.e. integrated, collaborative, long term, involving and preventative. Details of the current Partnership landscape can be found in Appendix One.

Community and Partnership Programme Delivery – Our Methodology

Asset Based Community Development

Although not a legislative requirement, Asset Based Community Development (ABCD) is an approach that the Authority wishes to adopt in its proposal for a Community Development and Partnership Team. ABCD takes a positive approach to community development and

regeneration, identifying and mobilising individual and community 'assets' rather than focussing on positives rather than deficits. The approach views communities as the co-producers of health and well-being rather than the recipients of services and therefore seeks to empower communities to control their futures and create tangible resources, constantly looking to the future for opportunities and innovation whilst challenging others to do the same.

Collective Impact – 'Our Monmouthshire'

Again, a methodology rather than a legislative requirement, 'Collective Impact' was developed in the USA and adapted by the Authority, the PSB, Cardiff University and *Made Open* (social networking platform for those who believe we can build a more sustainable and resilient Monmouthshire, by working together) aims to empower and mobilise communities and organisations to develop innovative partner collaborations by harnessing available resources, skills and initiatives. Branded 'Our Monmouthshire' the approach seeks to stimulate and reward the collective enterprise of people across Monmouthshire in pursuit of the common good. The approach focuses around an action guide model with four inter-connecting action processes for communities and organisations, namely:

- Get Ready – assemble a team, identify drivers/resisters of change;
- Get Started – utilise data to priorities themes, quick wins, and longer term projects to empower themselves around collaborations;
- Get Results - move projects forward, systemise new processes and best practices;
- Build a Legacy – establish an eco-system for sustained development and whole system change beyond the initial project, driven at local level.

This forward plan for the new Community and Partnership Development Team seeks to respond to the legislative requirements and strategic context whilst adopting a hybrid of the Asset and Place Based Approach and the principles of 'Our Monmouthshire' – making effective links across all areas to help bring about societal change by working in partnership.

Community and Partnership Development Team: Our Aims

The Aim of the proposed Community and Partnership Development Team is to work with communities and partners to help bring about social change and improve the quality of life in our county. The team will act as enablers; unlocking potential and supporting sustainability through collective impact; providing a resource and tangible link between local communities and a wide range of partners; enabling the delivery of measureable and sustainable programme of activities that will constantly look to the future. The team will see communities as co-producers rather than service recipients, they will promote existing and establish new networks that can provide caring, mutual help and empowerment, ultimately enabling communities to control their own futures.

Why do we need a Community and Partnership Development Team?

The Public Service Board's Well-being Assessment in 2016/17 provided us with a rich understanding of the assets in Monmouthshire and the challenges and opportunities that we will need to address in the future. Key positive facts include:

- 9/10 Monmouthshire residents feel that they belong to their local area;
- 63% of Monmouthshire residents undertake volunteering activities, the highest figure in Wales demonstrating high social capital;
- Second most competitive authority in Wales - UK Competitiveness Index (Cardiff = 1st)

However there are challenges for us to address:

- The gross weekly wage for those living and working in the County is lower than the UK average with female wage earners even lower, with salary rates ranked 21 of 22 Welsh local authorities;
- Average house prices are £80,000 more than the Welsh and UK average;
- 53% of Monmouthshire adults are overweight or obese and;
- By 2035 there will be 184% more people over 85 years old; and
- Population levels of young people are set to diminish.

When taking all these factors into account it quickly becomes apparent that there is a need for us to look after our most vulnerable and to provide opportunities for our young people to ensure they have the best possible start in life, the main aim being to improve the overall well-being of our communities. Figures three to five below illustrate the population trends that are predicted:

Figure Three: Proportion of Population Aged 65+

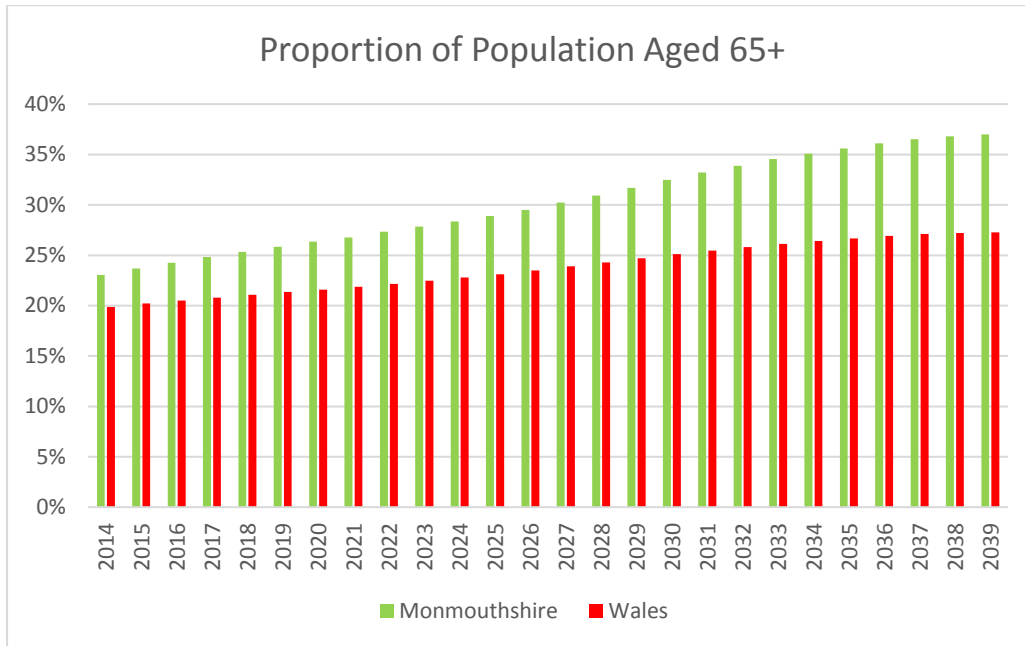


Figure Four: Proportion of Population Aged 85+

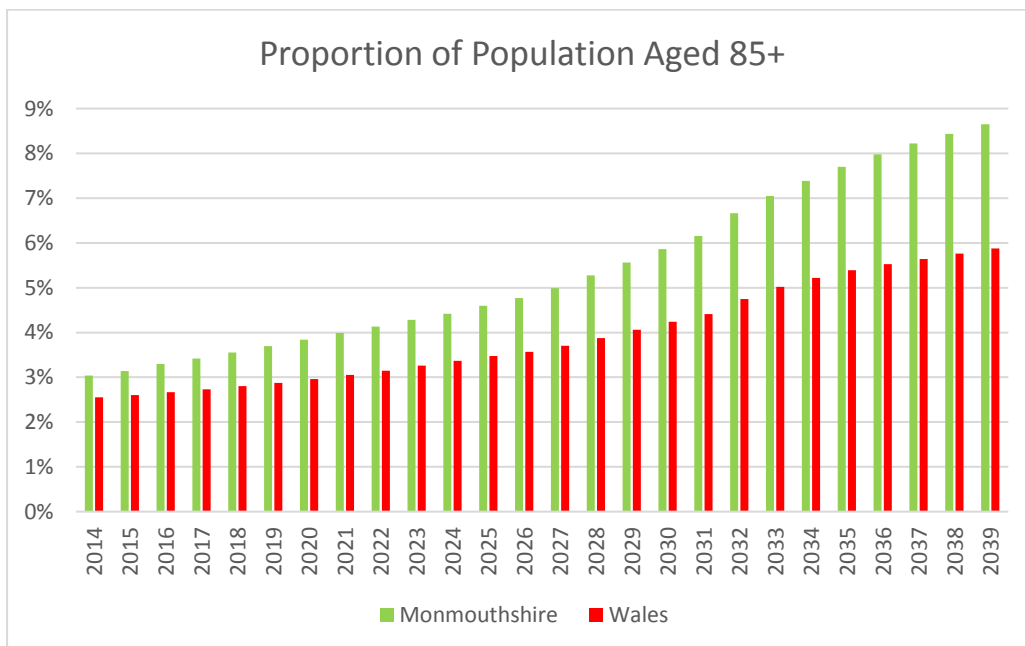
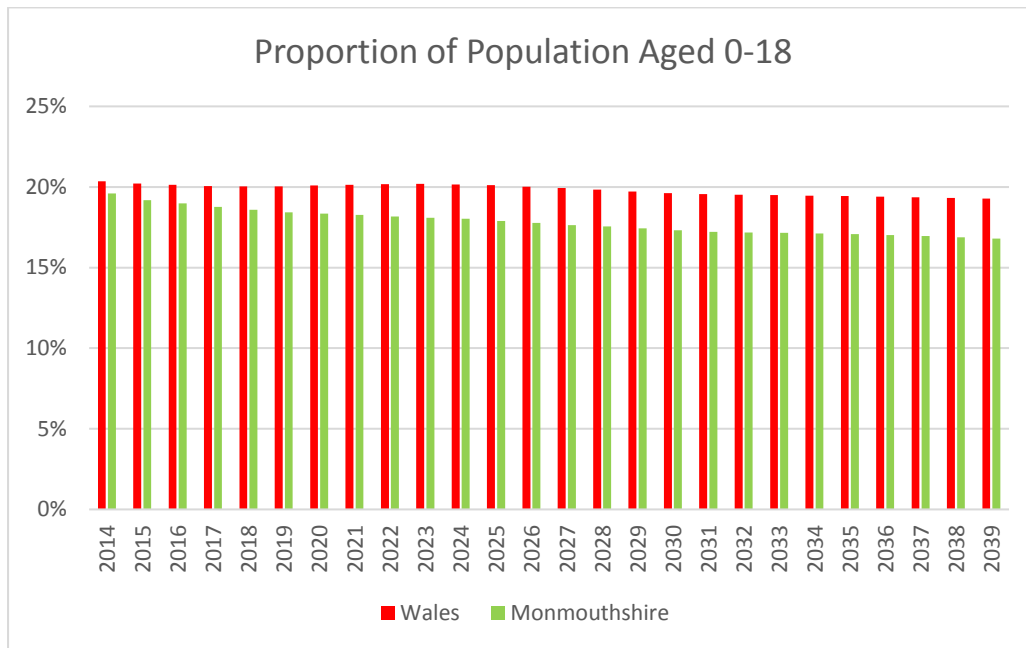


Figure Five: Proportion of Population Aged 0-18

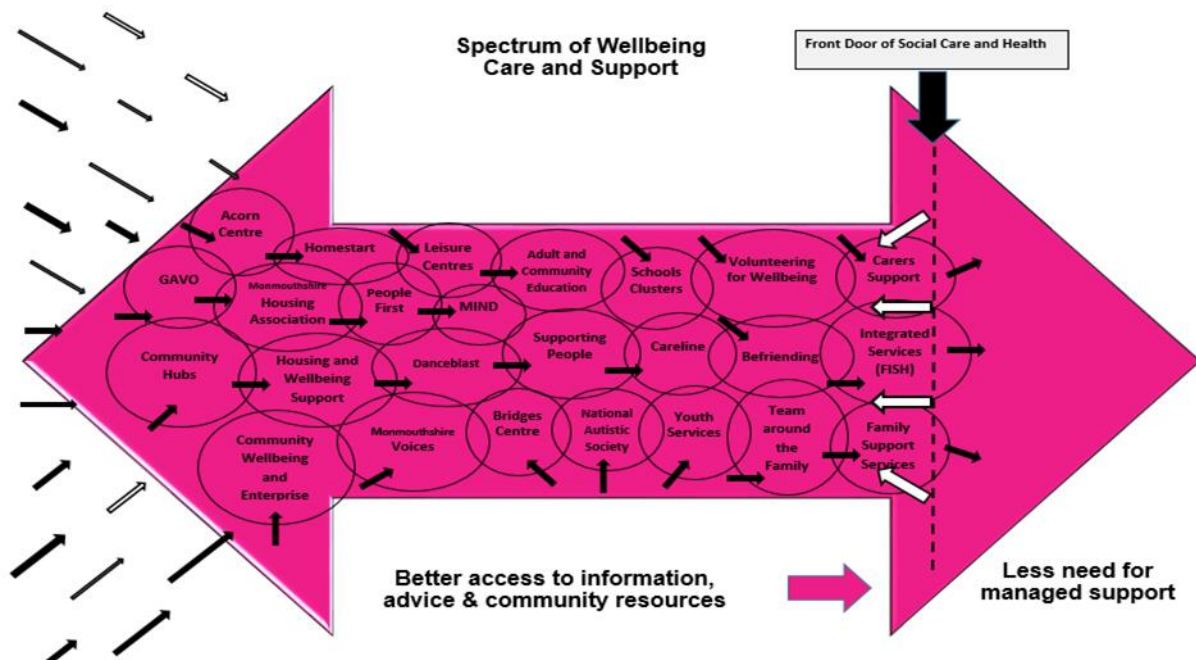


How will the Community and Partnership Development Team help us shape our future services?

The objectives of the Community and Partnership Development Team will be to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, we will identify opportunities to improve well-being within our communities to reduce demand on the county's public services by keeping people well for longer. In addition, specific activities will target pockets of inequality between and within communities, seeking to address issues of isolation and poverty through sustainable regeneration activities.

Figure Six below illustrates a snapshot of the provision available to support people's well-being within their communities. It also shows how working with partners and communities to make best use our collective resources can help people lead better lives while reducing demand on public services with social care and health:

Figure Six: Collective Support reducing demand



The proposed activities of the Community and Partnership Development team will directly align with two of the Authority's Well-being objectives namely:

- Objective 2: Maximising the potential in our communities to improve well-being for people throughout their life course;

- Objective 4: Develop opportunities for communities and businesses to ensure a well-connected and thriving county.

Political Administration

Following the recent elections the council is now fully Conservative-controlled. There is a new manifesto in place which sets the direction for the Authority which will continue to prioritise those services which have the greatest impact on the wellbeing of the county i.e. education, care of the vulnerable, the retention of local services and economic development.

A Cabinet team of eight has been formed which includes four new cabinet members with two new portfolios, namely Social Justice & Community Development and Governance. The Community and Partnership Development team will align with the Social Justice and Community Development portfolio which will focus on making a positive difference by supporting people affected by the cycle of poverty and protecting the most vulnerable.

Currently this new Cabinet portfolio for 'Social Justice and Community Development' is evolving however the following three priorities are being suggested:

1. Giving Children the Best Start in Life, Overcoming Barriers to Attainment and Opportunity;
2. Economic inclusion: overcoming inequalities in access to economic prosperity;
3. Social inclusion: tackling the scourge of loneliness and isolation.

The work of the new Community and Partnership Development team will align closely with the evolving Cabinet portfolio priorities, particularly those aligned with economic and social inclusion to ensure that the programme of activities is inclusive, making the positive difference that the Authority wishes to achieve across all age ranges and personal circumstances.

What will the team do?

1. Establish and launch the proposed Community and Partnership Development Team – a centralised resource and 'engine room' focussed on delivering a collective approach to asset and place based community development in the County, working with communities and partners inclusively to help bring about social change and improve the quality of life in our county;
2. Provision of a programme of support against the Authority's statutory duties discharged through the Monmouthshire PSB, to enable the delivery of PSB priorities, enabling the solving of societal changes via a partnership approach, particularly in relation to Crime & disorder, VAWDASV, UNCRC, Ageing Well & Phase 3 Older Peoples Strategy, Tackling Poverty, Armed Forces Community Covenant, etc.;
3. Provision of sector specific support and on-going evaluation for targeted areas of intervention as defined by the PSB e.g. ageing well, community cohesion, young people, etc.;
4. Map and gap current service / approaches offers across the piece, working with partners who can provide evaluative support, ensuring that the impact of interventions can be effectively measured overtime (recognising some change will be generational) as well as understanding short term effectiveness and longer term opportunities;
5. Develop an asset and place based approach with communities with a view to identifying and fully realising the benefits from the physical assets (community hubs,

social care and health resource centres, primary care centres and community hospitals, RSL buildings, village halls) and social assets within the County. Activities to include;

- a. Delivery of a programme of specific community interventions designed to engage 'community connectors' and kick off the asset based mapping approach;
 - b. Delivery of a programme of targeted asset mapping exercises within specific communities of interest and geography using local assets to empower communities, strengthen networks and build trust;
 - c. Undertake a programme of evaluation and assessment to identify community themes, potential projects and sustainable funding opportunities;
6. Delivery of the Rural Development Programme funded Community Leadership Academy designed to increase the participation and quality of community leadership by providing a suite of learning and development opportunities, upskilling members as well as community organisations to enable a common approach;
 7. Progress the delivery of 'A County That Serves' – putting volunteering and contribution at the heart of citizenship in the County;
 8. Identify and support the delivery of community development priorities and place based plans, aligned to the Well-being Plan, in each of the five cluster areas i.e. Abergavenny, Monmouth, Usk, Chepstow and Caldicot, accepting that priorities will differ from area to area depending upon maturity, needs, gaps and opportunities;
 9. Provision of engagement and support for town and community councils to build trust, develop both participative and elected democracy and disseminate information with a longer term ambition to encourage effective community representation and leadership;
 10. Development of a 'virtual bank' of funding streams in conjunction with partners which maps funding streams and resources to aid community development activities;
 11. Consult regarding the strategic coordination of Area Committee Grant funding, to be distributed equally amongst the five Cluster Areas. It is proposed that funding will be allocated on an annual basis, subject to evidence of how it addresses local needs and priorities, maximises opportunities and impact e.g. use as match funding and attributes to the county's wellbeing objectives.
 12. Provision of direct support for localities likely to receive significant Section 106/Community Infrastructure Levy funding to ensure maximum outcomes and longer term community impact;
 13. Work with Rural Development Programme team to develop and implement a robust information sharing system (CRM) to increase the efficiency of information sharing and support available to meet the needs of the community and reduce duplication;
 14. Development of a programme of employer supported volunteering for the Authority;
 15. Development of a business engagement programme, working with local businesses to maximise the local social impact from their corporate social responsibility programmes;
 16. Research and development of a time banking initiative for the County in conjunction with partners; and
 17. Provision of community development/engagement support to the wider Authority at a local level e.g. planning officers, senior leadership team, etc.

How will the team measure their success?

The development of the Community and Partnership Development Team demonstrates a progressive step for the Authority. This repurposed centralised resource and 'engine room' will put the building blocks in place to tackle our county's future challenges whilst delivering tangible outcomes to ensure the county's future sustainability.

The team will work closely with the Authority's Policy and Performance team to develop robust reporting mechanisms for all partnership and community activity to enable them to measure performance and evaluate delivery effectively. A suite of indicators will be developed that will align with the national Well-Being indicators and the forthcoming PSB indicators to measure performance against the Well-Being plan. The performance framework detailed in the tables that follow are therefore likely to evolve in line with developing priorities and associated strategies.

PERFORMANCE FRAMEWORK

WELLBEING OBJECTIVE 2: Maximise the potential in our communities to improve well-being for people throughout their life course

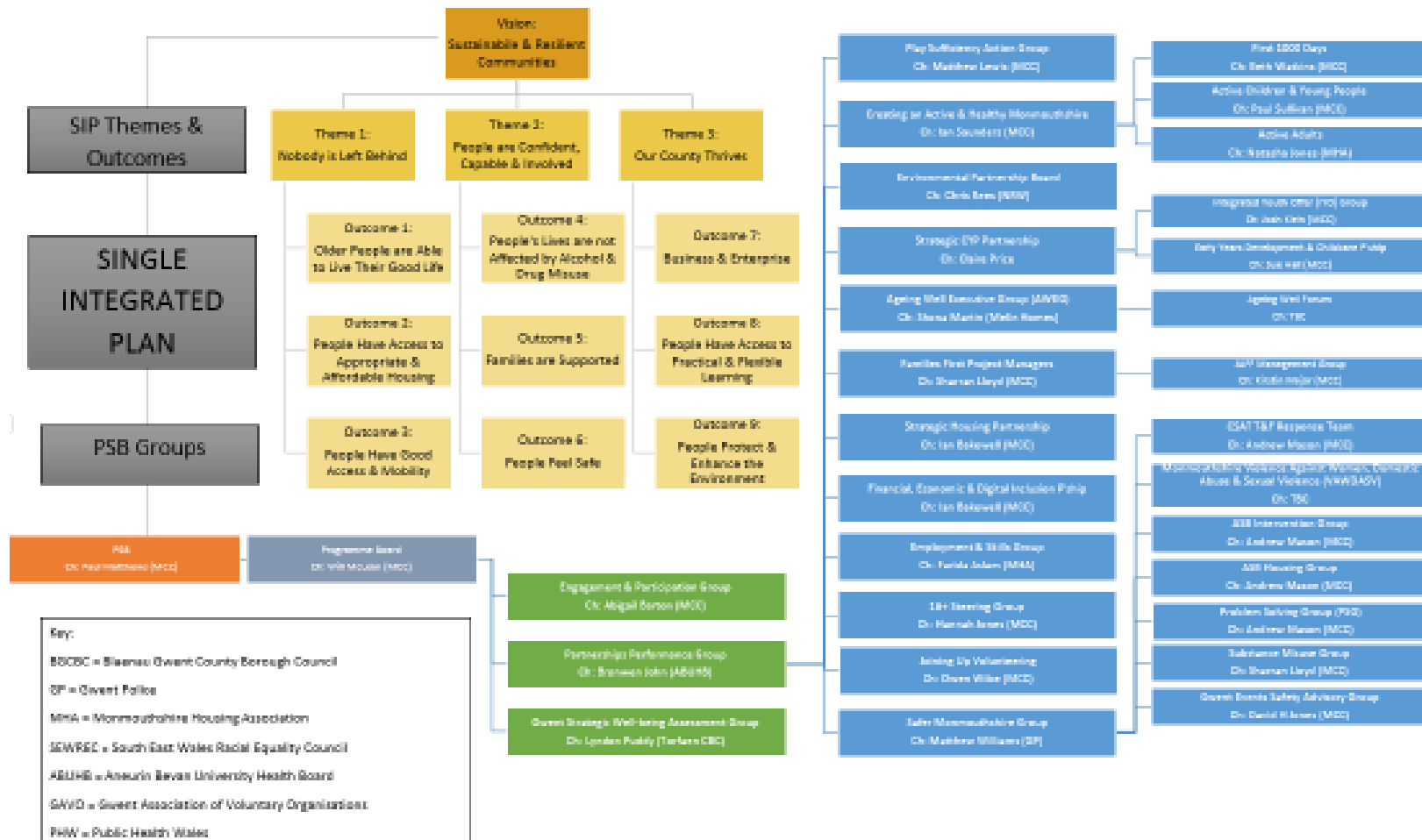
Objective	Timeframe	How will we know?
Establish Team	Immediate	<ul style="list-style-type: none"> • Team recruitment complete
Mapping exercise	September – December 2017	<ul style="list-style-type: none"> • Mapping exercise complete
Develop and implement collective, asset and place based approach	September onwards	<ul style="list-style-type: none"> • Programme delivery framework and templates complete • Programme of community engagement identified • Delivery of asset mapping exercises underway • Programme of evaluation and assessment identified • Funding sources identified • Project pipeline identified • No. of community-initiative projects on Made Open • No. of new users on Made Open • % of people who feel they belong to their neighbourhood • % of people who are members of social groups • % of people who regularly volunteer; • % of people who talk to their neighbours regularly.
Delivery of the Community Leadership Academy	Immediate	<ul style="list-style-type: none"> • No. of community activists accessing development

		<ul style="list-style-type: none"> • Satisfaction surveys
Progression of 'A County that Serves' programme	Immediate	<ul style="list-style-type: none"> • Increase in no. of volunteers registered; • % of people who say volunteer (Wales National Survey)
Support delivery of place based plans	September onwards	<ul style="list-style-type: none"> • No of place based plans produced
Provision of support for town/community councils	Immediate	<ul style="list-style-type: none"> • No. of town/community councils engaged • No. of town/community councilors engaging with the Community Leadership Academy
Delivery and on-going evaluation of Partnerships and sector specific support activities	Immediate	<ul style="list-style-type: none"> • Results of evaluation assessments undertaken • Partnership action plan produced
Community Development and Engagement support for wider Authority	Immediate	<ul style="list-style-type: none"> • No. of enquiries received • No. of direct interventions undertaken

WELLBEING OBJECTIVE 4: Develop opportunities for communities and businesses to ensure a well-connected thriving community

Objective	Timeframe	How will we know?
Virtual Funding Bank	December onwards	<ul style="list-style-type: none"> • Virtual funding bank established
CRM system	Immediate	<ul style="list-style-type: none"> • CRM established
Provision of support for Section 106 localities	Immediate	<ul style="list-style-type: none"> • No. of localities engaged with • No. of community projects developed
Employer supported Volunteering programme	December onwards	<ul style="list-style-type: none"> • Programme established • No. of participants
Business Engagement Programme	December onwards	<ul style="list-style-type: none"> • Programme established • No. of participants
Timebanking initiative	December onwards	<ul style="list-style-type: none"> • Programme established • No. of participants

APPENDIX ONE – CURRENT PARTNERSHIP LANDSCAPE



<p>SUBJECT: Performance report 2016/17</p> <p>MEETING: Strong Communities Select Committee</p> <p>DATE: Thursday 20th July 2017</p> <p>DIVISIONS/WARDS AFFECTED: All</p>

1. PURPOSE

- 1.1 To ensure that members understand the Council's performance framework (appendix 1).
- 1.2 To present the 2016/17 performance information under the remit of Strong Communities Select Committee, this includes:
 - Reporting back on how well we did against the objectives which the previous Council set for 2016/17 (appendix 2):
 - Information on how we performed against a range of nationally set measures used by all councils in Wales (appendix 3).

2. RECOMMENDATIONS

- 2.1 Members familiarise themselves with the council's performance framework to ensure that they understand the parts of the system that must work together to deliver improvement.
- 2.2 Members are invited to scrutinise how well the authority performed against the objectives it set for the previous financial year and scrutinise delivery measured using a range of nationally set measures that fall within the remit of the committee.

3. KEY ISSUES

- 3.1 The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* - into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. This is shown at appendix 1. Further information on the council's performance framework is available on [the hub](#).
- 3.2 Over the coming years the shape of public services in Wales is likely to change significantly influenced by two very significant pieces of Welsh legislation, The Well-being of Future Generations Act and The Social Services and Well-being Act as well as financial pressures, demographic changes, changes in customer needs and expectations and regulatory and policy changes. Services need to continue to think more about the long-term, work better with people and communities, look to prevent problems before they arise and take a more joined-up approach.
- 3.3 The council has recently completed two substantial assessments of well-being as a result of this legislation and these are available on www.monmouthshire.gov.uk/our-monmouthshire. This information has provided a much deeper evidence base of well-being in the county and, as required by the Future Generations Act, this has been used to produce the council's well-being objectives and statement 2017 available on www.monmouthshire.gov.uk/improvement.

- 3.4 The shift in focus in the well-being objectives means that activities will need to be focused on longer term challenges at a community level rather than some of the internal process issues and outputs that could sometimes be found in its predecessor, The Improvement Plan. When dealing with more complex societal challenges it will take longer for measurable change to come about and longer still to be able to evidence those changes in a meaningful way. In the short-term there will continue to be milestones that can be used to track our improvement journey. This will be supported by a range of performance reports select committee can request as part of their work programme and the structure of performance reports received by committee will be revised to reflect this emphasis.
- 3.5 Appendix 2 sets out performance achieved in 2016/17 against the actions and performance measures approved by Council in May 2016 as part of its Improvement Plan. As well as being presented to select committees the objectives will be included alongside a further evaluation of performance in 2016/17 that will be reported to Council and published by October. The Welsh Government have recently consulted on plans to repeal the Local Government (Wales) Measure 2009 which means this is likely to be the final plan and report in this format.
- 3.6 Appendix 3 sets out further key performance indicators from the national set that are under the committee's remit. Benchmarking data compared to other Council's in Wales will be published in September 2017 and will be made available to members as part of the report mentioned in paragraph 3.5.
- 3.7 Activity that contributes to the delivery of some objectives cross cuts select committee remits and these have also been reported to the other relevant committee(s). Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole. In some cases there may be duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

4. REASONS:

- 4.1 To ensure that members have an understanding of performance in 2016/17 and the council's performance framework.

5 RESOURCE IMPLICATIONS

- 5.1 None

6 EQUALITY, SUSTAINABLE DEVELOPMENT AND CORPORATE PARENTING IMPLICATIONS

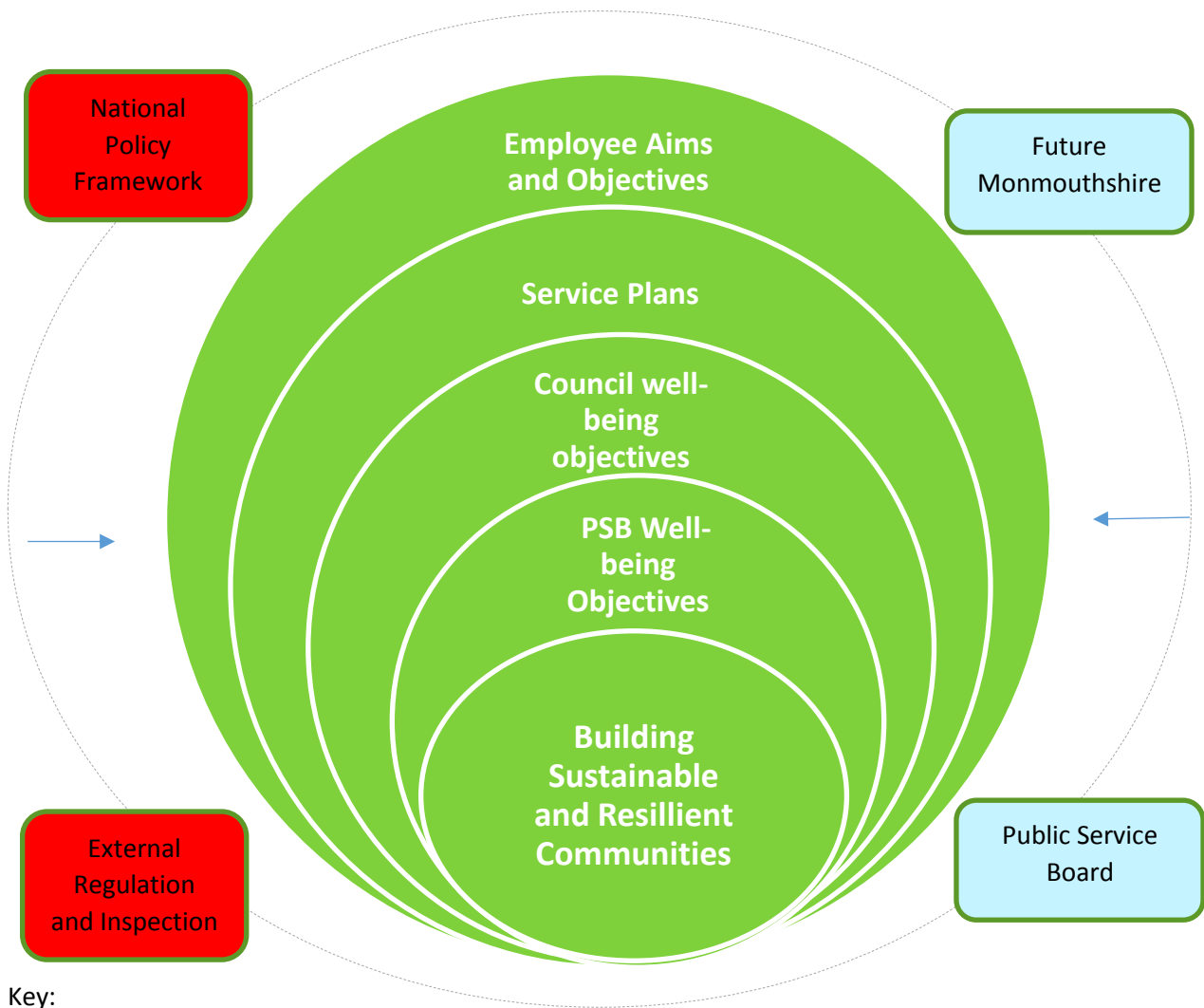
- 6.1 There are no specific implications identified as a result of this report

7. AUTHORS:

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Our Performance Framework

In Monmouthshire it's even more than the place, it's the people. Not just those on the council's payroll but all of the people who work with us in delivering services and achieving value for money. Our Performance Framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.



Key:

- Performance Framework
- Improvement Activity
- External Influences

Building Sustainable and Resilient Communities



We want to enable the building of sustainable and resilient communities that support the well-being of current and future generations.

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire. We will consider sustainable development in how we plan and deliver our well-being objectives and contribute to the achievement of the seven national well-being goals for Wales.

PSB Well-being Objectives



The Well-being of Future Generations Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

We are a partner in the PSB. The PSB has produced a Well-being Assessment for Monmouthshire and in 2018 will publish a well-being plan, including objectives for the county, which we will contribute to.

Council well-being objectives



The Well-being of Future Generations Act requires the council to set and publish well-being objectives and a statement, take all reasonable steps to meet those objectives and make arrangements to publish an annual report of progress.

The well-being objectives bring together the latest evidence from the well-being assessment, policy and legislation to set out how we will deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

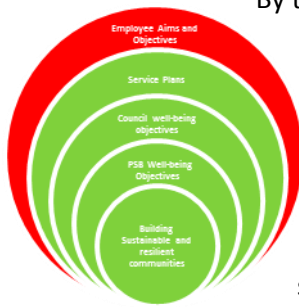
Service Plans



Each of our teams has a service plan that aligns to the objectives we are striving to achieve. This describes what they are doing to deliver the outcomes of the council, contains measures that can be used to assess progress and whether people are better off because of our work and identifies and manages risks facing the service.

All our Service Plans are available on the council's Intranet, the hub.

Employee aims and objectives



By their very nature, service and business plans contain standard measures and targets relating to employee performance. The responsibility for delivery of the plans and improvements rests with all employees. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering the organisations vision in accordance with our values.

We must involve and empower all employees to be the best they can be so that they can think differently and develop solutions to problems; and sustain 21st century public services.

MCC Improvement Objective 4: Maintaining locally accessible services					
Why have we chosen this?					
<p>Maintaining local access to services is crucially important to us, we will work hard to be effective in delivery of our services. The political administration's Continuance Agreement 2015-17 makes it clear that while there are tough choices to be made in the next couple of years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.</p>					
Overview					
<p>An Outline Business Case (OBC) for Leisure, Tourism, Culture and Youth Services has been completed and options agreed to advance the OBC and produce the final Full Business Case.</p> <p>A trial involving approximately 6500 households on the separate collection of glass in a recycling box was completed, the trial results have been analysed and the future configuration of the recycling service agreed.</p> <p>Applications continue to be invited for projects in line with the 5 themes of the Rural Development Plan (RDP). In total 19 projects have been approved by the Local Action Group. As the projects are mainly still in the infancy of their funding period outputs reported through the RDP LEADER Performance Framework are low so far.</p> <p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk, with work continuing to establish a community hub in Abergavenny, which is behind the original timescale.</p>					
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Ensure that tourism, leisure, culture services and the Youth Service can continue to prosper by being delivered in a different way.</p>	<p>October 2016</p> <p>Draft Business Plan requiring Political approval</p>	<p>Milestone: Option appraisal completed</p> <p>Milestone: Business plans considered via council process</p>	<p>An independent option appraisal for the Leisure, Tourism, Culture and Youth Services has been completed and presented to a joint select Committee on 19th September.</p> <p>The option appraisal including scrutiny's conclusions was presented to cabinet in October 2016 who approved the next stage</p>	<p>The purpose of the proposed new Delivery Option is to ensure much valued local services are maintained to contribute to the wellbeing of their local community.</p> <p>It aims to enable services to be kept open but with more community focus and coordination.</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>of the project to develop a full Business Case and to continue the staff, community and service user consultation process.</p> <p>An Outline Business Case (OBC) was presented to Council in March 2017 and options agreed to advance the OBC and produce the final Full Business Case for consideration as soon as politically possible. The OBC explains the background to the proposal and sets out the Strategic, Financial, Economic, Commercial and Management case in support of the proposal, with the key focus on the financial viability of the proposal.</p>		
Undertake a 6 month pilot on separating glass at kerbside.	March 2017	<p>Milestone: Pilot review completed and results of the review reported</p> <p>Measure: Recycling rate</p> <p>Measure: Landfill rate</p> <p>Measure: Waste to energy rate</p>	<p>The separate collection of glass in a recycling box trial commenced in September 2016. Approximately 6500 households were included in the trial including parts of Abergavenny, Gilwern and Govilon, Llanellen, Goytre, Little Mill and Llangybi.</p> <p>The trial allowed the service to assess whether there were financial, environmental and also</p>	<p>Separating glass will improve the quality of our recycling. The glass can then be reprocessed locally and this will reduce the overall cost of our recycling service.</p> <p>The provisional 2016/17 performance data for waste is: The recycling rate is 68.63%, which is above the Council's targeted level of 66% and close to the Welsh recycling target for 2025 of 70%. The landfill rate</p>	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>community benefits from changing the way recycle was collected.</p> <p>On completion of the trial the results have been analysed and reported to Strong Communities select in January 2017 and Council in March 2017, who agreed the future configuration of the recycling service for the next 7 years, including that glass is collected fortnightly in a separate container.</p>	<p>continued to decrease to 0.85% and waste used for heat and power has increased to 30.15%.</p> <p>This is largely due to the continued cooperation of residents along with a few other factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant.</p>	
<p>Continue to identify projects as part of the Vale of Usk Rural Development Plan (RDP) LEADER programme for the 2014-2020 funding period.ⁱ</p>	<p>On-going</p>	<p>Milestone: Local Action Group agree the projects that will be funded. Measure: Number of LEADER projects supportedⁱⁱ Milestone: Outcomes achieved.</p>	<p>Applications continue to be invited for projects in line with the 5 themes of the RDP.</p> <p>Various communication channels continue to be used to promote applications including Facebook and Twitter accounts.</p> <p>In total 19 projects have been approved by the Local Action Group totalling £432,000 of RDP funds committed. The actual spend remains low as projects start to be delivered. This will increase rapidly as the programme develops. Further projects are currently being worked on to bring them to full application stage valued at circa £100,000.</p>	<p>As the projects are mainly still in the infancy of their funding period outputs reported through the RDP LEADER Performance Framework are low so far.</p> <p>Examples of some approved projects include: Energy days; Monmouthshire Community Climate Champions have pulled together a series of Energy Days to mark EU Sustainable Energy Week Digital Open Badges; to develop a digital evaluation tool which will deliver training, measure competencies and offer a platform for enhanced development of digital skills. A Country Kitchen at</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
				the Eisteddfod, a broadband pilot in central Monmouthshire plus other smaller projects that can be viewed here	
Establish a community hub in Abergavenny which brings together library and one-stop-shop services	March 2017	Milestone: Completed consultation, achieved funding and statutory consents (planning & listed building). Commenced on site work.	<p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk.</p> <p>The Abergavenny hub has been delayed due to the need to provide an alternative delivery venue. An outline business case has been developed which explores two possibilities identified by stakeholders, the Town Hall and the former Richards building on Frogmore Street. Initial plans and costs have been developed. These demonstrate that either building could accommodate the new hub facility.</p> <p>In September 2016 Council agreed that the preferred location for the development of the community hub is within the Town Hall, Abergavenny and agreed funding for the cost of finalising the detailed designs and business case. In the process of appointing a preferred design team to enable</p>	Abergavenny is currently running stand-alone dual provisions, the development of the hub will allow Abergavenny to have consistent provision with the other towns in Monmouthshire and enable the achievement of their apportioned element of the revenue savings.	Behind original timescale

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress	
			the completion of a final business case for members consideration by the end of 2017.			
How will we know the difference it has made			2014-15	2015-16	2016-17 Target	2016-17 Actual
Number of RDP LEADER programme projects supported ⁱⁱⁱ			Not applicable	3	30	16
Percentage of municipal waste collected that is sent to landfill			18.1%	13.2%	6%	0.85% (provisional)
Percentage of municipal waste that is prepared for reuse or recycled			63.2%	61.9%	66%	68.63% (provisional)
The percentage of local authority municipal waste used to recover heat and power			16.9%	25.4%	28%	30.15% (provisional)

MCC Improvement Objective 5: We want to be an efficient, effective and sustainable organisation					
Why have we chosen this?					
<p>Alongside severe financial constraint as reflected in our Medium Term Financial Plan, we face changes in customer needs and expectations, together with challenges as a result of new technologies and regulatory and policy changes. We must continue to develop and implement processes and ways of working that will help us meet these challenges to maximise our chances of success and remain relevant to the citizens we serve.</p>					
Overview					
<p>Overall for 2016/17 the net cost of services was overspent by 0.6% (£916,000). This is offset by underspends in other treasury functions resulting in an overall net revenue outturn underspend of £884,000. The percentage of mandated savings delivered in 2016/17 was 66% which is lower than in previous years.</p> <p>Extensive work has been completed to collate and analyse information and data to produce the well-being assessment and population needs assessment which is being used to prepare plans for improving well-being in the county.</p> <p>The Future Monmouthshire programme begun two inter-related pieces of work: a short-term focus on balancing the budget without taking action that will hamper our ability to contribute to the well-being of future generations and a longer term focus on the future of public services and understanding some of the problems we need to address. This will enable us to develop the future operating model for the authority.</p> <p>The workforce delivery plan of the People and Organisational Development Strategy for 2016/17 has continued to be delivered including activity in priority areas on attendance management.</p>					
What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Deliver council services within the budget set for 2016/17.</p>	<p>ongoing</p>	<p>Measure: Delivery of the budget within a parameter of +/- 0.5%. Measure: Percentage of savings in the budget being delivered</p>	<p>In January 2016 council agreed the Medium Term Financial Plan (MTFP) to set the 2016/17 budget. This includes £3.659 million of specific saving initiatives identified for 2016/17.</p> <p>Periodic monitoring was undertaken through the year with budget holders. The forecast revenue outturn position was reported quarterly to members.</p>	<p>Overall for 2016/17 the council's finances show a net revenue outturn underspend of £884,000, an improvement of £805,000 on quarter 3 predictions. The net cost of services was overspent by 0.6% (£916,000). Given the complexity and volume of arrangements involved in the service budget process a 0.6% variance is in line with levels</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>This included the latest pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted.</p> <p>Alongside this mandated budget savings were assessed to indicate whether savings are likely to be achieved or reasons explaining why they were delayed and next steps required. Where savings were deemed unachievable an alternative recovery plan was developed which presented alternative savings.</p>	<p>targeted. The over-spend in the net cost of services is offset by underspends in other treasury functions.</p> <p>The percentage of mandated savings delivered in 2016/17 is 66% (£2,414,000 of the £3,659,000 identified savings). £905,000 of savings were deemed unachievable, and a further £340,000 are expected to be delivered in future years. This is behind the target set.</p>	
Produce a Population Assessment and Well-being Assessment in line with the Well-being of Future Generations Act and Social Services and Well-being Act	March 2017	Milestone: Population Assessment and Well-being assessment complete.	<p>The Well-being Assessment was endorsed by Council and approved by the Public Service Board (PSB) in March 2017. Extensive work was undertaken to complete the assessment, this includes:</p> <p>An extensive engagement exercise called "Our Monmouthshire". Staff and PSB partners attended a wide-range of community events to share data and gather people's views. More</p>	<p>These assessments provide the PSB, Council and Local Health Board with a much deeper evidence base and understanding of well-being in Monmouthshire. This will help them prepare rigorous plans and objectives for the county, facilitating them to look at the long term, consider what the evidence tells them about how to prevent problems from happening or getting worse, and involve other people with an</p>	On target

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>than 1400 responses were received.</p> <p>We have also been working with councils and other partners across Gwent to collate and analyse data sets to help us understand the social, economic, environmental and cultural wellbeing of the county.</p> <p>The Population Needs Assessment (PNA) has also been completed and approved by Council in March. The PNA dovetails with the Well-being Assessment and was developed through extensive engagement with the regional citizen panel, provider forum and regional executive director leadership group; as well as local groups such as youth forums, older people's forums, carers groups and parenting networks.</p> <p>Engagement was also supported by the Council and PSB through the 'Our Monmouthshire' engagement exercise.</p>	<p>interest in the well-being of the area.</p> <p>Informed by this the Council and health board have to prepare an area plan under the Social Services and Well-being Act setting out the range and level of services they propose to provide. The PSB, under the Future Generations Act, have to prepare a well-being plan for the county.</p> <p>These assessments have also informed the council's well-being objectives, delivery of social care services and the Future Monmouthshire programme of work</p>	

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Undertake a whole authority strategic programme of work to develop a new operating model for the council.</p>	<p>March 2017</p>	<p>Milestone: Business model, with clear workforce delivery requirements, agreed by Council</p>	<p>In May 2016 Cabinet commissioned a strategic programme of whole-authority work called 'Future Monmouthshire'.</p> <p>The programme has commenced with two inter-related pieces of work.</p> <p>The short-term focus has involved work across the whole authority to identify potential cost-reductions to ensure that the organisation can balance its budget across the next medium term financial plan without taking action that will hamper our ability to contribute to the well-being of future generations.</p> <p>The longer term focus is about re-imagining what public services could look like in the future and understanding some of the problems we need to address. This work is now incorporating the findings of the well-being assessment.</p>	<p>The work has already enabled teams to identify savings incorporated into the 2017-18 budget. Across the board, all service areas were asked to consider how their services would look within a range of reductions available to them, whilst simultaneously, looking ahead and ensuring wherever possible, proposals that support the medium term direction of travel.</p> <p>Future Monmouthshire will identify shifts and changes needed, and position the council as the key enabler in bringing them about. It will inform the development of a new business model for the council in order to equip it to meet its goals amidst increasing change and uncertainty.</p>	<p>Behind original timescale</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
<p>Implement the Workforce Delivery Plan of the People and Organisational Development Strategy for 2016/17, including: continuing to review processes around the management of attendance, ensuring we are delivering cost effective solutions to attendance problems</p>	<p>March 2017</p>	<p>Milestone: Annual report evaluating progress of the workforce delivery plan Measure: Number of working days lost due to sickness absence</p>	<p>A People Services business plan was developed and acted upon to deliver the direction set in the People and Organisational Development Strategy and address concerns in the Corporate Assessment conducted by Wales Audit Office in 2015.</p> <p>A summary of progress made includes: Human Resources officers have been working closely with managers in priority areas on attendance management including providing training and support, with routinely scheduled attendance management training available to all staff with management responsibility. The attendance and wellbeing policy has been reviewed and consulted on with managers and staff.</p> <p>To support workforce planning a workflow has been developed to enable service leaders to effectively focus on succession and workforce planning and directorates to develop plans for their workforce</p>	<p>In April 2016 Wales Audit Office reviewed the Council's progress in addressing the proposal for improvement relating to human resource management and concluded "the Council has made good progress in planning, managing and engaging its workforce although further work remains to ensure that managers have better baseline workforce data and HR ICT provision and that all staff have their annual appraisal."</p> <p>While it is still early for the full impact of some arrangements to be evaluated, in 2016/17 there has been a minor decrease in the sickness rate with an average of 11.5 working days/shifts lost per full-time equivalent (FTE) employee. This has stabilised following an increase in 2015/16 although is higher than the 10.8 targeted.</p> <p>An interim reporting system is in place to monitor completion rates and ensure accountability for completion. The latest data from December 2016 shows of completed returns from</p>	<p>On target</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress
			<p>People Services data dashboards covering key workforce information continue to be available on the council's intranet. To further improve the analysis and reporting of this information scorecards are being implemented which cover a range of workforce data including staff establishment, age, gender etc.</p> <p>Work continues to roll out, increase understanding and maximise completion of the staff appraisal process called Check-In, Check-Out (CICO), including developing a more effective way of recording these discussions to inform workforce training and development.</p>	<p>Managers 70% of staff that require a CICO have completed a CICO in the required timescales. 20% of those not completed were scheduled for completion</p>	
<p>Take action in response to reports from our regulators.</p>	<p>ongoing</p>	<p>Measure: Percentage of staff completing a performance appraisal Measure: Number of working days lost due to sickness absence Measure: Percentage of national performance indicators that are in the top quartile</p>	<p>During 2016/17 a number of audits have been completed by Wales Audit Office (WAO) including Corporate Assessment follow-on reviews on Performance Management, Governance, Human Resources and Information Technology. The Council has created action plans to set out responses to address relevant proposals in the reports</p>	<p>The latest Wales Audit Office Annual Improvement Report (AIR) published in August 2016 concludes "Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the council will comply with the requirements of the measure during 2016-17 provided it</p>	<p>On target.</p>

What will we do?	Timescale/ milestone	How we will measure success	What have we done?	What difference has it made?	Progress	
		Measure: Percentage of national performance indicators that are improving (measures relate to some proposals from WAO reports)	that have been published which were reported to our Audit Committee. In addition a number of proposals from reports issued in the previous years are still being addressed through the council's established proposal monitoring arrangement. The most recent update on progress was completed for audit committee in July 2017. These are mainly proposals issued since the Corporate Assessment undertaken in 2015.	continues to maintain the current pace of improvement.” The Annual Improvement report (AIR) for 2017 which is due to be published imminently, will conclude on the Council's prospects for improvements in 2017-18.		
How will we know the difference it has made			2014-15	2015-16	2016-17 Target	2016/17 Actual
Percentage revenue outturn expenditure against budget (over/underspend)			327k (0.2% overspend)	166k (0.1% overspend)	+/- 0.5%.	916k (0.6% overspend)
Percentage of budget savings delivered			93%	89%	100%	66%
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence			9.8	11.6	10.8	11.5
Percentage of staff that require a performance appraisal who have completed an appraisal			84%	54%	100%	70% ^{iv}
Percentage of national performance indicators that are in the top quartile			44%	35%	40%	Not yet available
Percentage of national performance indicators that are improving or at maximum ^v			84%	45%	50%	Not yet available

Appendix 3

Index	
Improved or At maximum	Improvement >2.5% or at Maximum
Marginal Improvement	Improvement 0.1% - 2.4%
Unchanged	Unchanged - 0%
Marginal Decline	Marginal Decline - 0.1% - -2.4%
Declined	Declined - >-2.5%
N/A - Not applicable	Trend Not applicable

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Comment
STS/005b	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	99.4	99.4	99.1	99.2	99	✓	Marginal Improvement	The high level of cleanliness has been maintained
STS/006	The percentage of reported fly tipping incidents cleared within 5 working days	95.98	97.71	96.68	98.28	97.5	✓	Marginal Improvement	Performance on fly tipping clearance has been maintained.
THS/007	The percentage of adults aged 60 or over who hold a concessionary bus pass	77.5	79.2	79.2	81.3	80	✓	Improved	The percentage of adults aged 60 or over who hold a bus pass has increased.
THS/012	The percentage of principal (A) roads that are in overall poor condition	3.0	2.6	2.3	2.1	N/A	N/A	Improved	Provisional 2016/17 data
THS/012	The percentage of non-principal (B) roads that are in overall poor condition	5.3	5.3	5.1	4.3	N/A	N/A	Improved	Provisional 2016/17 data
THS/012	The percentage of non-principal (C) roads that are in overall poor condition	14.2	13.4	12.3		N/A	N/A	N/A	2016/17 survey data for C roads is being validated
THS/012	The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition	9.8	9.7	9.2		10.5	N/A	N/A	2016/17 survey data for C roads is being validated

Ref	National Performance Indicator framework	2013/14	2014/15	2015/16	2016/17	Target 16/17	Target met? 16/17	Trend 15/16 - 16/17	Comment
WMT/004b	The percentage of municipal waste collected by local authorities sent to landfill	34.23	18.06	13.15	0.85	6	✓	Improved	(2016/17 provisional data). The landfill rate has continued to decrease due to the continued use of energy from waste
WMT/009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled that are composted or treated biologically in another way	62.94	63.21	61.87	68.63	66	✓	Improved	(2016/17 provisional data). The recycling rate has increased to above the Council's targeted level and close to the Welsh recycling target for 2025 of 70%. This is largely due to the continued cooperation of residents along with a few other factors including energy recovery of all of Monmouthshire's residual household waste at an energy-from-waste plant. Waste used for heat and power has increased to 30.15%. Amendments to the classification of wood recycling for 2017/18 is likely to impact on the Council's recycling performance, the target set will reflect this potential decrease.
PPN/009	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	91.2	93.9	93.8	95.12	93	✓	Marginal Improvement	There has been an increase in the percentage of food establishments which are 'broadly compliant' with food hygiene standards, with performance being above target
LCL/001b	The number of visits to public libraries during the year, per 1,000 population	7270	7434	7478	7262	7500	✗	Declined	Library visitor numbers have been increasing in recent years and have been amongst the highest in Wales. The formation of community hubs in October 2015 has contributed to this increase. In 2016/17 there has been a small increase in physical visits to hubs/libraries, the decrease in the year has been in digital visits.
CHR/002	Average sickness days per employee (FTE)	N/A	9.8	11.6	11.5	10.8	✗	Marginal Improvement	Work in priority areas for attendance management has continued to be progressed as part of the People and Organisational development strategy. In 2016/17 the sickness rate has seen a minor decrease with an average of 11.5 working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence. This has stabilised from the increase in 2015/16 although is higher than the 10.8 targeted.
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	N/A	N/A	4.1	3.3	3	✓	Declined	Data reported as 2016/17 relates to the previous financial year (2015/16). This remains above target for a 3% reduction in the average Display Energy Certificate (DEC) score

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- ⁱ Monmouthshire Council is the Administrative Body for the programme, the Vale of Usk allocation has an approximate 80:20 split between Monmouthshire and Newport.
 - ⁱⁱ Approved projects and supporting LAG minutes are shown on the projects section of the www.valeofusk.org website.
 - ⁱⁱⁱ The target provides an indication of forecast projects, this may vary depending on projects that apply for funding and full information is available on www.valeofusk.org.
 - ^{iv} Data from December 2016
 - ^v National performance indicators from the National Strategic Indicators and Public accountability measures set. Only indicators that can be directly compared to the previous year and were published in the year by the council are included.

SUBJECT:	WORK PROGRAMME REPORT
MEETING:	STRONG COMMUNITIES SELECT COMMITTEE
DATE:	20th July 2017
DIVISION/WARDS	
AFFECTED:	All

1. PURPOSE:

- 1.1 This report recommends a 'planned approach' to Scrutiny Forward Work Programming in order to maximise the effectiveness and added value of scrutiny activity, ensuring focus upon topics of the highest priority for the Council and those which reflect the public interest.

2. RECOMMENDATIONS:

That the Committee adopts the process suggested in this report to develop their Select Committee work programme, taking into account:

- The responsibility to scrutinise performance and key risks in order to provide effective challenge to the Council's Executive;
- The duty to scrutinise wider public services provided to Monmouthshire residents as a result of powers afforded to them through the Local Government Measure;
- Capacity/resources when prioritising topics for scrutiny and agreeing their inclusion into the work programme.

3. KEY ISSUES:

- 3.1 Select Committees are required to agree a work programme at the start of each municipal year that outlines their work commitments for the year ahead (Local Government (Wales) Measure 2010). The Select Committee work programme should as far as possible be agreed at the beginning of each municipal year, however, it can be updated during the year to accommodate urgent items at the Committee's dispensation.

IDENTIFYING KEY TOPICS

- 3.2 Topics for the work programme can derive from a wide range of sources including:
- Risk Register – key risks have been allocated to Select Committees which are responsible for considering the risks and where appropriate, challenging the performance of the Executive and the actions being taken to mitigate risks.

- Performance monitoring reports / budget monitoring reports – the Select Committees undertake regular monitoring of the Council's performance and progress in implementing previously agreed actions.
- The Cabinet's Forward Plan (attached to this agenda) – topics on the Cabinet Forward Plan can be considered by Select Committees in advance to enable the Committee to inform the Cabinet's decision by making evidence-based recommendations.
- Suggestions/requests made by: Council Members, senior management, Scrutiny Officer, partners and stakeholders – a topic may be identified for scrutiny because of changes to legislation/government guidance, or a policy is recognised as being in need of updating or reviewing locally and it would be beneficial for the committee to review the policy.
- Corporate/strategic plans ~ such as the Council's Improvement Plan.
- Highlighted Issues ~ in audit and inspection reports.
- Public Consultation ~ Outcomes of public consultation on the work programme.

3.3 In addition to standing items such as budget monitoring, performance monitoring and risk management which are considered on a regular basis, Cabinet Members and Officers may suggest topics which they feel warrant scrutiny, however, it remains the Committee's prerogative to set and agree their work programme. In doing so, the Committee should identify and agree the highest priority topics, which will add the most value.

3.4 Topics requiring long and detailed examination can be looked at in detail over the course of several meetings and should be included in the Committee's work programme with timescales. Select Committees are advised to consider whether a "short scrutiny" via several focussed meetings would be more appropriate than a Task and Finish Group, given the dynamic environment / fast pace of change within which modern councils operate. Short scrutinies allow the work programme to be flexible and to accommodate urgent items. Due to the level of resources and the time taken to deliver outcomes via Task & Finish Groups, Select Committees are advised to establish no more than one Task and Finish Group per Committee at any one time.

4.0 PRIORITISING TOPICS FOR SCRUTINY

4.1 Some key principles for Members to consider when setting the work programme are:

- Topics should add value and support corporate priorities.
- The timing of scrutiny activity should achieve maximum impact.
- Where appropriate, partners, stakeholders and the public should be involved.
- Allowing some flexibility in the work programme will enable urgent topics to be included if they arise.
- The aim should always be to seek improvement in service provision.
- The work programme should be achievable within available resources.

Checklist for prioritising Topics for Scrutiny

Public Interest	Evidence
<ul style="list-style-type: none"> ❖ Is this a “high profile” topic? ❖ Is there evidence of significant public interest? ❖ Is this an area where a lot of complaints are received and/or bad press? ❖ Would this review provide opportunities for the local community to have a say? ❖ Is substantial survey / research work required? 	
Impact	Evidence
<ul style="list-style-type: none"> ❖ Will this review have a significant impact on the “well-being” of people in Monmouthshire? ❖ Does a local community/interest group have much to gain/lose? ❖ Is there work required to develop the routes to influencing change? (consider external influences) ❖ Would it make a big difference to the way services are delivered? ❖ Would it make a big difference to the way resources are used? 	
Performance	Evidence
<ul style="list-style-type: none"> ❖ Is the Council / are other organisations under- performing in this area? ❖ Is performance poor compared to others and do we understand why this is the case? ❖ Are we are performing well, but spending too much of our resources in this area? ❖ Are there few local or national performance measures/targets by which to measure our performance? 	
Influence	Evidence
<ul style="list-style-type: none"> ❖ Has this service been recently reviewed or inspected? ❖ Will this issue be part of an improvement review or external inspection in the next two years? ❖ If the service is to be reviewed or inspected soon, can Select Committees make a positive contribution by focussing on specific aspects and making recommendations? ❖ Are there any current or future major changes forecasted which reduce or pre-empt the value of the investigation? ❖ Are changes to this service planned and can Scrutiny positively influence change? 	

4.2 The above checklist is designed to assist the Committee in selecting appropriate topics for scrutiny by encouraging Members to consider the anticipated outcomes and impact of any scrutiny activity. Any topics chosen for an in-depth review via a

Task and Finish Group should be scoped by the Scrutiny Officer to assess their feasibility, the likely objectives, and potential lines of inquiry and Terms of Reference prior to commencement.

5.0 TOPICS SCRUTINISED DURING THE PREVIOUS YEAR (May 2016/17)

5.1 Along with routine performance and budget monitoring reports, scrutiny of the risk assessment and annual budget scrutiny, the following key topics were scrutinised during the previous year:

- ✓ Waste:
 - Future of the Civic Amenity Site Contract
 - Recycling Review Outcome and Implementation Plans
- ✓ Grant Funded Partnerships
- ✓ Public Protection:
 - Licensing
 - Commercial environmental health
 - Environmental health
 - Public health
 - Trading standards
- People Services:
 - Attendance and well-being policy
 - Stress management
 - Annual Report
- ✓ Sustainable Development Policy
- ✓ Flood Risk Management Plan
- ✓ Managing Public Open Space
- ✓ Street Lighting
- ✓ Public Toilets
- ✓ Rights of Way Improvement Plan
- ✓ Welsh Language Strategy
- ✓ Castle Meadows Abergavenny Change of use of River Usk
- ✓ Environment Act Biodiversity and Resilient Ecosystems Forward Plan
- ✓ Strategic Equality Plan
- ✓ Wales Audit Office Review of Kerbcraft ~ progress report
- ✓ Alternative Service Delivery Model ~ scrutinised jointly
- ✓ Housing: scrutinised jointly
 - Supplementary Planning Guidance on Affordable Housing
 - Monmouthshire Letting Service
 - Homeless Prevention - Rent Guarantee Scheme

6 FUTURE SELECT COMMITTEE WORK PROGRAMME

6.1 The July Select Committee cycle will primarily focus on familiarising new Members with the scope and remit of their Select Committees and assisting them in setting a forward work programme.

6.2 Work programme discussion meetings have taken place between the new Chair of the Select Committee and the former chair and chief officers have highlighted the following topics for consideration for future scrutiny:

- Volunteering Policy
- Waste:
 - Recycling
 - Anaerobic Digestion
- Refugees and Asylum Seekers
- Gypsy and Traveller Provision
- Flood Risk Management Plan
- Rights of Way Improvement Plan ~ joint scrutiny with Economy and Development (Jan / Feb 2018)
- Local Development Plan ~ joint scrutiny with Economy and Development
- Affordable Housing ~ joint scrutiny with Economy and Development and Adults
- Cardiff Capital Region City Deal ~ joint scrutiny
- Cycling and Walking Product ~ joint scrutiny with Economy and Development
- Outdoor Education Review ~ joint scrutiny with Economy and Development
- Alternative Service Delivery Model ~ joint scrutiny ~ all select committees
- Road Safety Policy ~ ongoing Task and Finish Group

6.3 Members will be likely to have their own suggestions for topics for scrutiny and will be asked to identify these, being clear of the scrutiny role and the intended outcomes of suggested scrutiny activity.

7. RESOURCE IMPLICATIONS:

None identified.

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

8.1 There are no direct implications arising from this report, however, Select Committees are reminded that they have a responsibility to consider any of the above implications through their chosen scrutiny activity.

9. CONSULTEES:

None.

10. BACKGROUND PAPERS:

Recommendations/Outcomes from the Strong Communities Select Committee May 2016/17
Cabinet Forward Plan

11. AUTHOR:

Hazel Ilett - Scrutiny Manager

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Monmouthshire's Scrutiny Forward Work Programme 2017

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
15 th June 2017	Public Protection Performance Report	To discuss the annual performance report for Public Protection (focus on 'Public Health' and Trading Standards') ~ update report due December 2017).	Dave Jones	Performance Monitoring
	Kerbcraft Progress Report	To discuss progress following the Wales Audit Office recommendations on Kerbcraft.	Roger Hoggins Cath Sheen	Performance Monitoring
	Budget Monitoring	To scrutinise the outturn budget monitoring position for revenue and capital budgets.	Mark Howcroft	Budget Monitoring
20 th July 2017	Community Engagement Review	To scrutinise the findings of the review and the proposed way forward.	Cath Fallon	Pre-decision Scrutiny
	Performance Report 2016/17	To review the performance of the directorate, using the information to agree future areas for scrutiny.	Richard Jones	Performance Monitoring
	Work Programme Report	Discussion on the future work programme for the committee.	Hazel Ilett	Work Programme
28 th September 2017	Budget Monitoring - Period 2	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
	People Services Annual Report	To scrutinise the annual performance of the service.	Tracey Harry	Performance Monitoring
16 th November 2017	Budget Scrutiny	Scrutiny of the Budget proposals relating to the committee's remit for 2018-2019	Mark Howcroft	Budget Scrutiny
4 th January 2018				

Monmouthshire's Scrutiny Forward Work Programme 2017

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
15 th February 2018	Budget Monitoring - period 7	To review the financial situation for the directorate, identifying trends, risks and issues on the horizon with overspends/underspends).	Mark Howcroft	Budget Monitoring
29 th March 2018				

× Budget Monitoring Period 12 ~ to be confirmed

Council and Cabinet Business – Forward Plan

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

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

Subject	Purpose	Consultees	Author
1ST MARCH 2017 - CABINET			
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2016/17 meeting 5 held on the 19 th January 2017.		Dave Jarrett
Outcomes of the Recycling Review.	Cabinet to agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Safeguarding Progress Report			Teresa Norris
Effectiveness of Council Services: Quarter 3 Progress			Matt Gatehouse
Cemeteries - amendments to charging policy			Deb Hill Howells
The Knoll, Abergavenny Section 106 funding			Mike Moran

Subject	Purpose	Consultees	Author
ADM – Business Case			Tracey Thomas
EAS Business Case			Will Mclean
Community Governance			Will Mclean
2017/18 Education and Welsh Church Trust Funds Investment and Fund	The purpose of this report is to present to Cabinet for approval the 2017/18 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett
8th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Private sector housing enforcement			Huw Owen
PSPO x 2: Fairfield Car Park and Abergavenny Skate Park			Andrew Mason
Homeless Reserve Fund			Ian Bakewell
Fostering Fees Review			Claire Marchant
Accounts Payable Strategy – Further automation of the procedure to process payment			Lisa Widenham
Appropriation of the land at Rockfield Farm, Undy	From County farms use to planning use		Gareth King
Cemeteries – amendments to charging policy			Deb Hill Howells
Direct Care Leadership Restructure			Colin Richings
Transport Policy			Clare Morgan
Disposal of land on Garden City Way for Affordable			Ben Winstanley

Subject	Purpose	Consultees	Author
Housing			
Cae Maldon Bus Routes			Christian Schmidt
Monmouthshire Museums Centralisation of Staffing Structure			Cath Fallon
9TH MARCH 2017 - COUNCIL			
Council Tax Resolution 2017/18 and Revenue and Capital Budgets 2017/18	To set budget and Council tax for 2017/18		Joy Robson
Treasury Management Strategy 2017/18	To accept the annual Treasury Management Strategy		Joy Robson
Asset Investment Strategy			Peter Davies
Outcome of Recycling Review	To agree the Final Business Case determining the outcomes of the Recycling Review.		Rachel Jowitt
Procurement Strategy for Household Waste Recycling Centre, Transfer Stations and Residual Haulage.	For Council to approve the procurement strategy and affordability envelope for the procurement of a new contract running from 2018-2030 (7 years plus 5 years extension possibility).		Rachel Jowitt
Approval of Car Park Capital Budget in 2017/18			Roger Hoggins
20TH MARCH 2017 - COUNCIL			
ADM Business Case			Tracey Thomas
Pay Policy			Tracey Harry/Sally Thomas
Well-being Assessments for the county and Objective setting for the Council	i) Well-being of Future Generations Assessment (author Matthew Gatehouse) ii) Population Needs Assessment (authors Matthew Gatehouse/Phil Diamond) iii) Council's Well-being Objectives and Plan (author Matthew Gatehouse/Richard Jones) iv) Biodiversity and Ecosystem Resilience Forward Plan (author Matthew Lewis)		Matt Gatehouse
Safeguarding Progress Report			Teresa Norris

Subject	Purpose	Consultees	Author
Position Statement report re: Social Services			Geoff Burrows
Council Diary			Nicola Perry
Chief Office CYP Appointment			Tracey Harry
WAO Kerbcraft			Clare Marchant
Community Governance			W. McLean
29th MARCH 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Contracts Manager – Adult and Children’s Commissioning			Ceri York
Proposed 40 Mph Speed Limit Portal Road And Link Road Monmouth			Paul Keeble
Road Law enforcement policy - Monmouthshire alternative to prosecution policy (mapp)			David H Jones
To make Permanent the current temporary post of the Carers Services Development Manager			Kim Sparrey
Staffing Restructure: Development Management Team			Mark Hand
Staffing Restructure: Planning Policy Team			Mark Hand
Monmouthshire Lettings Service			Steve Griffiths
Permanent appointment of Temporary Admin Support post (RBC13A).			Nigel George
5th APRIL 2017 - CABINET			

Subject	Purpose	Consultees	Author
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
12th APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Young Carers' Strategy 2017 -20			Kim Sparrey
Supporting People Plan and Grant Spend			Chris Robinson
Additional Grant Funding for Local Authority to deliver the High St Rates Relief Scheme			Ruth Donovan
Proposed re-alignment of the Estates team to meet budget mandate savings	Cllr Murphy		Deb Hill- Howells
Living Levels Landscape Partnership:	Cllr P Hobson		Matthew Lewis
Flexible Early Retirement – Planning Services			Mark Hand
Introduction of a fast-track service in relation to pre-application advice; lawful development certificates and compliance letters, and amendments to pre-application fees			Mark Hand
26th APRIL 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Welfare Rights Review	ITEM DEFERRED TO 24/5/17		Tyrone Stokes

Subject	Purpose	Consultees	Author
Proposed 20 MPH Speed Limit, A472 Usk	Cllr B Jones		Paul Keeble
Community Hubs Restructure	Cllr RJB Greenland		Deb Hill Howells
Monmouthshire Local Development Plan Draft Sustainable Tourism Accommodation Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
Monmouthshire Local Development Plan Rural Conversions To A Residential Or Tourism Use (Policies H4 & T2) Supplementary Planning Guidance	Cllr B Greenland		Martin Davies
13TH MAY 2016 – ANNUAL MEETING			
18TH MAY 2017 – DEFERRED BUSINESS COUNCIL			
24TH MAY 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Welfare Rights Review			Tyrone Stokes
Event Opportunities – Summer 2017			Dan Davies
A40/A466 Wyebridge, Monmouth – Proposed Junction Improvement			Paul Keeble
Proposed acquisition of land Magor			Deb Hill Howells
7TH JUNE 2017 – CABINET			

Subject	Purpose	Consultees	Author
To approve the Corporate Safeguarding Policy			Teresa Norris / Claire Marchant
Anti Fraud, Bribery & Corruption Policy Statement – REVISED AND UPDATED			Andrew Wathan
Welsh Language Progress Report.			Alan Burkitt
Highway Grant and Section 106 budgets			Paul Keeble
Welsh Church Fund Working Group	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 2016/17 financial year held on the 20 th March 2017.		Dave Jarrett
Revenue & Capital Monitoring 2016/17 Outturn Forecast Statement	To provide Members with information on the outturn position of the Authority for the 2016/17 financial year		Mark Howcroft
CYP Support Services Re-Structure	To propose a restructure within CYP support services to achieve saving from the Medium Term Financial Plan		Nikki Wellington / Sharon Randall Smith
14TH JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Sale of Freehold of Land at Plot 9a Wonastow Rd, Monmouth	The sale of the Freehold has been agreed subject to approval to Mandarin Stone who currently lease the area on a long lease from MCC.		Nicola Howells
Installation of charging points for electric cars in MCC public car parks	To seek approval for the installation of charging points for electric cars in MCC car parks in the county.		Roger Hoggins
Release of restrictive covenant at Former Abergavenny Magistrates Court and Police Station			Nicholas Keyse

Subject	Purpose	Consultees	Author
28th JUNE 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Social Housing Grant			Shirley Wiggam
Proposed Reduction in the size of the Brecon Beacons National Park Authority	To respond to Welsh Government Consultation on the Proposed Reduction in the size of the Brecon Beacons National Park Authority	CLLR BRYAN JONES	Matthew Lewis
29TH JUNE 2017 - COUNCIL			
CCTAudit Committee Zero Hour Contracts Report			Philip White
Audit Committee Annual Report			Philip White
5TH JULY 2017 – CABINET			
Update and approval of matters arising from the Safeguarding arrangements action plan – kerbcraft scheme			Roger Hoggins / Paul Keeble / Graham Kinsella
Youth Enterprise – European Structural Fund (Esf) Programmes - Inspire2work Extension.			Cath Fallon
Annual Report of the Director of Social Services			Claire Marchant
12TH JULY 2017- INDIVIDUAL CABINET MEMBER DECISION			
14th JULY 2017 - SPECIAL CABINET			
CSC (Compound Semi-Conductor) Project			Peter Davies
26TH JULY 2017 – INDIVIUDAL CABINET MEMBER DECISION			
Allocation of funding to Develop a Town Centre Regeneration Plan, Caldicot			Roger Hoggins
10C Severnbridge Industrial Estate, Caldicot.		Cllr Murphy	Deb Hill Howells

Subject	Purpose	Consultees	Author
Raglan Village Hall Progress Update		Cllr Murphy	Deb Hill Howells
Disposal of agricultural land in Goytre on the open market'		Cllr Murphy	Gareth King
Youth Enterprise – European Structural Fund (Esf) Programmes – Inspire Programmes – Finance Officer Re-Evaluation			Cath Fallon
Rural Development Programme – New Post (Internal Secondment) Pollinator Project Coordinator			Cath Fallon
Caldicot Town Team Funding - Enhancement of Pedestrian Area, Newport Road, Caldicot.			Judith Langdon
27TH JULY 2017 - COUNCIL			
Annual Report of the Director of Social Services			Claire Marchant
Safeguarding Policy			Cath Sheen
Monmouth Pool			Ian Saunders
9TH AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION			
23RD AUGUST 2017 – INDIVIDUAL CABINET MEMBER DECISION			
S106 funding: Pen y Fal bridge repairs	To draw down appropriate S106 funding to fund the repairs to the footbridge at the Pen y Fal development in Abergavenny.		Rachel Jowitt
6TH SEPTEMBER 2017 – CABINET			
Welsh Church Fund	The purpose of this report is to make		Dave Jarrett

Subject	Purpose	Consultees	Author
Working Group	recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 1 held on the 29 th June 2017.		
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 2 held on 27 th July 2017.		
Contaminated Land Inspection Strategy			Huw Owen
Community Engagement Review Update/Whole Place and Partnerships Team restructure.			Cath Fallon
People Strategy			
iCounty strategy 2	Update to the iCounty strategy to incorporate digital maturity and culture		Sian Hayward
Information Strategy	Update the information strategy to link the 3 strands of Information Governance, Data Insight and Digital Data		Sian Hayward
To declare surplus the former sextons lodge at Chepstow Cemetery, Chepstow	To declare the property surplus following the retirement of the previous sexton at the Chepstow Cemetery to enable the Council to begin the disposals process		Gareth King
Budget Monitoring report – period 2	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
Proposed sale of land at Crick Road to Melin Homes			Deb Hill Howells

Subject	Purpose	Consultees	Author
Volunteering Policy			Owen Wilce
13TH SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
21ST SEPTEMBER 2017 - COUNCIL			
MCC Audited Accounts 2016/17 (formal approval)	To present the audited Statement of Accounts for 2016/17 for approval by Council		Joy Robson
ISA260 report – MCC Accounts -	To provide external audits reports on the Statement of Accounts 2016/17		Joy Robson
27TH SEPTEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
4TH OCTOBER 2017 - CABINET			
MFP and Budget Proposals for 2018/19	To provide Cabinet with Revenue Budget proposals for 2018/19 for consultation purposes		Joy Robson
Cash Receipting System Tender	To seek approval and funding for Authority's replacement cash receipting system		Ruth Donovan
11TH OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
25TH OCTOBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
1ST NOVEMBER 2017 – CABINET			
Capital Budget Proposals	To outline the proposed capital budget for 2018/19 and indicative capital budgets for the 3 years 2019/20 to 2021/22		Joy Robson
Review of Fees and Charges	To review all fees and charges made for services across the Council and identify proposals for increasing them in 2018/19		Joy Robson

Subject	Purpose	Consultees	Author
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 3 held on the 21 st September 2017.		Dave Jarrett
8TH NOVEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
9TH NOVEMBER 2017 – COUNCIL			
22ND NOVEMBER 2017– INDIVIDUAL CABINET MEMBER DECISION			
6TH DECEMBER 2017 – CABINET			
Council Tax base 2018/19 and associated matters Page 134	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2018/19 and to make other necessary related statutory decisions.		Sue Deacy/Wendy Woods
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 4 held on the 9 th November 2017		Dave Jarrett
13TH DECEMBER 2017 – INDIVIDUAL CABINET MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts)(Wales) Regulations 1995	To see approval of the proposals for consultation purposes regarding payments to precepting Authorities during 2018/19 financial year as required by statute		Joy Robson
14TH DECEMBER 2017 - COUNCIL			
3RD JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
10TH JANUARY 2018 – CABINET			

Subject	Purpose	Consultees	Author
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 5 held on the 14 th December 2017		Dave Jarrett
Final Draft Budget Proposals or recommendation to Council			Joy Robson
Budget Monitoring Report – Period 7	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2016/17 financial year.		Joy Robson/Mark Howcroft
17TH JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
Local Government (Wales) Act 1994 The Local Authorities (Precepts) (Wales) Regulations 1995	To seek members approval of the results of the consultation process regarding payment to precepting Authorities for 2018/19 as required by statute		Joy Robson
18TH JANUARY 2018 - COUNCIL			
Council Tax Reduction Scheme 2018/19			Ruth Donovan
31ST JANUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
7TH FEBRUARY 2018 – CABINET			
14TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			
22ND FEBRUARY 2018 – COUNCIL			
28TH FEBRUARY 2018 – INDIVIDUAL CABINET MEMBER DECISION			

Subject	Purpose	Consultees	Author				
1ST MARCH 2018 - COUNCIL							
Council Tax Resolution 2018/19			Ruth Donovan				
7TH MARCH 2018 - CABINET							
2018/19 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2018/19 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2017/18 grant allocation to Local Authority beneficiaries of the Welsh Church Fund.		Dave Jarrett				
14TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION							
<div style="display: flex; align-items: center;"> Page 36 <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="78 694 510 758"></td> <td data-bbox="510 694 1247 758"></td> <td data-bbox="1247 694 1774 758"></td> <td data-bbox="1774 694 2101 758"></td> </tr> </table> </div>							
28TH MARCH 2018 – INDIVIDUAL CABINET MEMBER DECISION							
11TH APRIL 2018 - CABINET							
Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2017/18, meeting 6 held on the 22 nd February 2018		Dave Jarrett				
18TH APRIL 2018 – INDIVIDUAL CABINET MEMBER DECISION							
19TH APRIL 2018 - COUNCIL							
9TH MAY 2018 – INDIVIDUAL CABINET MEMBER DECISION							

Subject	Purpose	Consultees	Author

Hannah Jones would like to come to Cabinet in July 2018 to update on Youth Enterprise - European Structural Fund (ESF) Programmes - Inspire2Work extension (originally brought to Cabinet July 2017).

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