

Notice of Forthcoming Decisions

The below items are to be considered for decision within the next 28 calendar days either by Full Council, Cabinet or Individual Cabinet Member Decisions (ICMD).

All decisions taken by Full Council or Cabinet are open meetings, unless the item is exempt for confidentiality reasons, and members of the public are invited to attend and put forward their views on the item directly to the committee.

All relevant documents will be published five clear working days before the meeting unless the proper officers agrees some or all of the documents contain exempt or confidential information as defined by the Regulations. Documents associated with the below items will be available on the Calendar of Meetings page under the relevant date and committee. [The Calendar of Meetings is available here.](#)

Subject:	Apologies for Absence
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	Declarations of Interest
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	To consider the following reports (Copies attached):
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE (I2A) AND INSPIRE2WORK (I2W) EXTENSION
Purpose:	Further to Cabinet approval for the implementation of the Inspire2Achieve and Inspire2Work programme in March 2016, and July 2017 Youth Enterprise requests approval for additional match funding from Authority Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23. This funding will enable the extension the existing I2A programme to December 2021 which provides education and well-being support with the aim of reducing the risk of becoming NEET (Not Engaged in Education, Employment or Training) and the existing I2W programme to December 2022 which provides post 16 support, intervention and employment opportunities utilising European Social Fund (ESF) monies.
Decision Maker:	Cabinet
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	CHIPPENHAM PLAY AREA, MONMOUTH
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
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Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	ABERGAVENNY BOROUGH THEATRE
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	NEXT STEPS - EVENTS AND SPECIAL PROJECTS
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	COMMERCIAL STRATEGY
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision	

Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	DIGITAL STRATEGY
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	PEOPLE STRATEGY
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

Subject:	PROCUREMENT STRATEGY
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	

Urgent?	No
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Representations made	
Response to representations	

Subject:	REVENUE & CAPITAL MONITORING 2018/19 OUTTURN STATEMENT
Purpose:	
Decision Maker:	
Contact Officer:	

Notice Published:	
Expected Decision Date:	
Urgent?	No

Representations made	
Response to representations	

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SUBJECT: YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE (I2A) AND INSPIRE2WORK (I2W) EXTENSION

MEETING: Cabinet

DATE: 25th July 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1** Further to Cabinet approval for the implementation of the Inspire2Achieve and Inspire2Work programme in [March 2016](#), and [July 2017](#) Youth Enterprise requests approval for additional match funding from Authority Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23. This funding will enable the extension the existing I2A programme to December 2021 which provides education and well-being support with the aim of reducing the risk of becoming NEET (Not Engaged in Education, Employment or Training) and the existing I2W programme to December 2022 which provides post 16 support, intervention and employment opportunities utilising European Social Fund (ESF) monies.

2. RECOMMENDATIONS:

That Cabinet considers and approves the request for additional match funding from the Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23 for the I2A and I2W extension.

3. KEY ISSUES:

- 3.1** I2A provides education and well-being support, and qualifications for young people aged 11-16 years most at risk of becoming NEET and I2W provides employability support, qualifications and work placements for unemployed young people aged 16 -24 years.
- 3.2** The current I2A programme for 11-16 year olds was approved by Cabinet in March 2016 for three years (March 2019) at total project cost of £792,900 split between 45% ESF of £356,805 and 55% MCC match funding of £436,095.
- 3.3** The current I2W programme for 16- 24 year olds was approved by Cabinet in July 2017 until February 2020. The total project cost was £401,609 split between 45% ESF of £180,724 and 55% MCC match funding of £220,885
- 3.4** Members have previously been made aware that Welsh Government has implemented the Youth Engagement and Progression Framework 2013, which provides a delivery model centred on the needs of young people identifying six key areas for achieving better outcomes for young people. The principles of the framework is embedded in the I2A and I2W programmes and is designed to secure added value whilst reflecting the needs and aspirations of Monmouthshire's young people and the Authority's Corporate Plan.

4. OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> Do nothing 	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Increased risk of more young people becoming NEET. Potential 	<ul style="list-style-type: none"> I2A would finish 31st March 2019

		<p>259 participants will be NEET.</p> <ul style="list-style-type: none"> Increased number of unemployed young people. Potential 238 participants will be unemployed Loss of external funding for programmes that support NEET reduction 	<ul style="list-style-type: none"> I2W would finish January 2020
<ul style="list-style-type: none"> Implement Extension Period 	<ul style="list-style-type: none"> Reduced risk of young people becoming NEET Increased number of NEET young people entering employment/training Improve young people's skills and future employment opportunities 	<ul style="list-style-type: none"> Limited match funding to support programme delivery 	<ul style="list-style-type: none"> I2A would finish 31st December 2021 I2W would finish 31st December 2022

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix 1 for future evaluation of whether the decision has been successfully implemented. The decision will be evaluated by Economy and Development Select Committee, which will make recommendations regarding any proposed changes to Cabinet.
- 5.2 An annual report will be presented to Economy and Development Select Committee to review progress to date

6. REASONS:

- 6.1 I2A enables young people aged 11 -16 years most at risk of becoming NEET (not in education, employment or training) to gain a range of qualifications and skills enhancing curriculum delivery to support post 16 progression into education, employment or training. Outcomes include; young people gaining qualifications upon leaving; young people in education upon leaving and young people at reduced risk of NEET upon leaving.
- 6.2 I2W enables Not in Education, Employment or Training (NEET) 16 -24 year olds to gain a range of skills, qualifications and meaningful work placements to feel confident and motivated to enter into sustainable employment or further learning. Outcomes include; NEET young people gaining qualifications upon leaving; NEET young people in education or training upon leaving and NEET young people entering employment upon leaving.
- 6.3 A summary of the performance and outcomes to date for both programmes is detailed in Appendix 3.
- 6.4 The extension will help sustain the reduction in the number of school leavers that are NEET and continue low levels of unemployment amongst 16 – 24 years olds. Without additional match funding potentially 497 young people could be at risk of becoming NEET over the next four years.

7 RESOURCE IMPLICATIONS:

- 7.1 The extended delivery of the Inspire2Achieve and Inspire2Work programmes will run until 31st December 2021 and 31st December 2022 respectively. The extended programmes cost is

£2,023,230.15 over the lifetime of the project, made up of £1,073,343.67 match funding and £949,886.49 grant income.

- 7.2 Match funding for the programmes will be made up from core budget, recycled FR40 grant, external grant match funding, and funding from reserves. In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration (appendix 4 and 5).

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

The significant equality impacts identified in the assessment (Appendix 2) are summarised below for members' consideration:

The Inspire programmes will improve provision, opportunities and outcomes for all young people who are at risk or who are NEET. It is anticipated that the programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress and sustain education, employment or training.

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

- The number and percentage of Year 11, 12 and 13 school leavers not in education, employment and training.
- The number NEET and unemployed young people 16 -25 years.

9 **CONSULTEES:**

Senior Leadership Team
Chief Officer for Children and Young People
Head of Achievement and Attainment
Secondary Schools Head Teachers
Special School Head Teacher
Pupil Referral Service Head Teacher
Head of Enterprise and Community Development
Economy & Development Select Committee: (Conclusions:)

The Select Committee, as per the report recommendation, scrutinised the request for additional match funding from the Invest to Redesign reserves for 2018-19 and Based Budget Consideration from 2019-20 to 2022-23.

The Committee was in favour of the request and asked that consideration is given to risk in view of uncertainties about the continuation of European Funding.

10. **BACKGROUND PAPERS:**

Evaluation Criteria	(Appendix 1)
Future Generations Evaluation	(Appendix 2)
I2A and I2W Programmes Participant Forecast	(Appendix 3)
I2A and I2W Programmes costings	(Appendix 4)
Invest to Redesign Reserves –Business Case	(Appendix 5)

11. **AUTHOR:**

Hannah Jones, MCC Youth Enterprise Manager

12. CONTACT DETAILS:

Tel: 07738 340418

E-mail: hannahjones@monmouthshire.gov.uk

Appendix 1 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE(I2A) AND INSPIRE2WORK (I2W) EXTENSION
Date decision was made:	4 th July 2018
Report Author:	Hannah Jones

What will happen as a result of this decision being approved by Cabinet or Council?	
<p>Once the Inspire programmes extension has been approved by cabinet, the programme performance outcomes will be scrutinised and monitored by the Departmental Management Team for Children and Young People, the Departmental Management Team for Enterprise and Community Development, CYP Strategic Partnership and the Post 16 Steering Group</p> <p>The public will have 2 programmes – I2A will support young people most at risk of becoming NEET and I2W will support young people that are NEET in gaining qualifications, sustaining education and enabling employment opportunities, creating improved outcomes for our young people. Officers can advocate on behalf of the work of the programmes and share opportunities in their wards.</p>	
12 month appraisal	

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?	
<p>The following criteria will determine whether the decision has been successfully implemented:</p> <ul style="list-style-type: none"> • Sustaining a continued reduction in the number and percentage of NEET Y11, Y12 and Y13 school leavers • Continued reduction in the number of NEET young people 16 -24 years • Improved future pathway opportunities in particular local employment • Improved co-ordination of support and interventions for young people most at risk or who are NEET 	
12 month appraisal	

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?	
<p>In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration.</p>	
12 month appraisal	

Any comments



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sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Hannah Jones</p> <p>Phone no: 07738 340 418 E-mail: hannahjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <ul style="list-style-type: none"> To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.
<p>Name of Service: Youth Enterprise</p>	<p>Date Future Generations Evaluation 26th May 2018</p>

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

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



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The aim of the Inspire programmes is to create the conditions for young people most at risk to thrive. It will enable young people to feel confident and capable in school with peers and others and enjoy the curriculum. The programmes will equip young people with the appropriate skills to manage and sustain further education, employment and training.</p>	<p>Developing bespoke interventions and support packages to support the learner's needs.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The programmes will work within the Environmental Sustainability Objectives set by WEFO (Welsh European Funding Office) and deliver to the indicators set for ESF(European Social Funding) Youth Employment and Attainment priority. The programmes will address issues such as waste, recycling, minimize energy usage and efficient use of such resources, whilst also raising awareness of environmental issues and healthy lifestyles.</p>	<p>Sharing expertise, networks and resources will ensure a good provision for our young people.</p>
<p>A healthier Wales People's physical and mental wellbeing maximized and health impacts are understood</p>	<p>The Inspire team will work with young people, supporting them to overcome health and wellbeing barriers by either delivering health or wellbeing workshops and/or support, linking learners with health care professionals, organisations and networks and other health and wellbeing services. The young people's health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The one to one support from responsible partners will enable us to identify and address individual need. Setting agreed goals and reinforcing recognition and achievements. A reduction in the barriers to participation is a key element to enable young people to be engaged, supported and valued. The level of support offered will be high and consistent.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Programmes will encourage safe and appropriate use of IT and the internet, developing young peoples' ICT literacy skills, preparing them for further learning, education and training.</p> <p>The programmes will link to the wider community, helping young people be active citizens in their community and have a greater awareness of community safety.</p>	<p>Encourage safer use of the internet and raise awareness of the harmful effects and consequences of inappropriate use of social media</p>
<p>A globally responsible Wales</p>	<p>The programmes are funded by the ESF and the managing authority is WEFO. WEFO has undertaken a full Socio Economic Analysis to identify needs,</p>	<p>Working closely with our Local Authority partners and Careers Wales we will share resources and good practices to ensure young people have the best</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	challenges and opportunities across Wales. It will incorporate ESDGC (Education, Sustainable Development and Global Citizenship) elements enable young people to become globally responsible citizens.	opportunities to engage in global well –being and how this impact’s on their community.
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	The programmes will have marketing, publications and printed literature available bilingually where appropriate. The programmes will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.	Encouraging young people to embrace the vibrant welsh culture and language.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 9</p> more equal Wales People can fulfil their potential no matter what their background or circumstances	The programmes will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion to ensure all young people actively participate in and benefit from the programme. The programme will follow WEFO’s and the LA Equal Opportunity’s Policy stipulates how staff can best promote equality of opportunity and outcomes for young people regardless of age, race, ethnicity and disability.	All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.

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>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The long term future plan is that young people that have engaged with Inspire2Achieve and/or Inspire2Work will remain in education, employment or training and their risk of becoming NEET is reduced.</p> <p>This will reduce the likelihood of future or continuing poverty amongst young people. It will also deliver improved health and well-being for young people, whilst also instilling a work ethic for young people and seeing aspiration levels rise.</p>	<p>With the financial investment from the Local Authority to a further 3 years for Inspire2Achieve until December 2021 and a further 4 years for Inspire2Work until December 2022.</p> <p>The aim is to develop resilience in those young people 'most at risk' or who are NEET, to improve their confidence and skills. Thus enabling them to progress into education, employment or training...</p>
<p>Page 10</p>  <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Inspire2Achieve programme is a regional programme, Newport is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan3 Council, Coleg Gwent, Cardiff and Vale College, Careers Wales.</p> <p>The Inspire2Work is a regional programme. Newport City Council is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council and Llamau.</p>	
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The programmes will involve learners in the design delivery, evaluation and redesign of the learning experiences. As part of the learning journey, the team understands the necessity for bespoke learning opportunities involving the learner and fostering shared responsibility and autonomy of the learner as well as constant progress.</p>	<p>The programmes will discuss at point of referral the learner's needs, vocational pathways and training route options. It will provide formative reviews of the learning experience, have informal discussions and evaluations during and at end of programmes.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The Inspire programmes are preventative initiatives to enable the reduction in the risk of young people becoming NEET and reduction in the number of young people who are NEET.</p> <p>It is anticipated that the long term impact of the programmes will challenge behaviors, actions and attitudes, subsequently establishing firm foundations on which to support in the future and provide generic skills.</p>	<p>The programmes will be monitored and reviewed as part of the action plan to ensure targets are on track and then young people feel the programmes are meeting their needs and expectations.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The programmes will work with young people supporting them to overcome health and wellbeing barriers by either delivering health and wellbeing programmes and/or support, linking young people with health care professionals, organisations and networks and other health and wellbeing services. The young peoples' health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The programmes will be monitored and reviewed through amount of referrals to specialist support for emotional wellbeing; progress of each young person during the programme and through termly discussions with other professionals within the school community.</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	We aim to engage with young people 11-24years most at risk of becoming NEET (not in education, employment or training) or who are NEET.	None identified	N/A
Disability	We aim to engage and support young people to meet with individual needs without discrimination.	None identified	N/A
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to work placements, employment and training opportunities.	None identified	N/A
Marriage or civil partnership	Not applicable	None identified	N/A
Pregnancy or maternity	Risk assessment will be in place for pregnant young people ensures all health and safety measures have been addressed and the well-being of the young person is paramount.	None identified	N/A
Race	Young people referred onto our programmes will be given the same opportunities regardless of race. The relevant support will be provided to meet individual needs	None identified	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?
Religion or Belief	We aim to offer bespoke packages of support that will take into account young peoples' religion and religious beliefs.	None identified	N/A
Sex	We aim to offer opportunities that will take into account individual needs regardless of sex.	None identified	N/A
Sexual Orientation	We aim to offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	N/A
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.	None identified	N/A

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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	Safeguarding is a priority, young people on our programmes will have a multiple barriers and are vulnerable individuals. All youth enterprise staff and volunteers have completed the Safeguarding level 1. The programmes will link with Building Stronger Families, Multi-Agency Early Support and Prevention Referral and Intervention Pathway Panel and monthly multi-agency meetings in schools.	None identified	N/A
Corporate Parenting	The Inspire programmes target young people who are looked after children (LAC) and care leavers. We aim to provide a tailor package which is flexible to their needs and circumstances.	None identified	N/A

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

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The following data has identified and informed the need to develop the Inspire2Achieve programme;

- The Local Authority Early Identification process identifying young people most at risk in key stage 3 and 4.
- The Careers Wales 5 Tier model data, identifying young people 16 -18 years in tier 4 who are in education, employment or training yet are at risk due to circumstances.
- Young people 19 -24 years who are vulnerable and are still in education.

The following data has identified and informed the need to develop the Inspire2Work programme;

- The Careers Wales 5 Tier model data young people in tier 1 and 2 of the system who are NEET
- NOMIS figures identifying the number of 19 -24 year olds that claim job seeker allowance
- 16 -24 vulnerable groups identified through local partnership forums.

The work of the CYP Strategic Partnership, Post 16 Steering Group and the Keeping in Touch Group have identified the need for further intervention for those most vulnerable to participate and engage in the school curriculum and sustain future education, employment and training.

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?

It is anticipated that the Inspire programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This will develop their resilience and improve their life chances. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress into further education, training or employment.

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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
To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.	July 2018	Hannah Jones	To be reported on an annual basis

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:	July 2019
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9.1 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	Economy and Development Select Committee	19 th July 2018	
1	Cabinet	25 th July 2018	

Appendix 4 I2A and I2W Programmes Participant Forecast



Inspire2Achieve

Forecast / Year	2018-19	2019-20	2020-21	2021-22
Enrolments	150	150	148	57
Qualifications	34	34	31	30
Progression into Education or Training	14	14	15	15
Reduced Risk of NEET <ul style="list-style-type: none"> • 2 out of 4 indicators achieved • Attainment/Attendance/Behaviour/Wellbeing 	77	74	78	54

Inspire2Work

Forecast / Year	2018-19	2019-20	2020-21	2021-22	2022-23
Enrolments	85	87	87	87	85
Qualifications	20	28	28	24	20
Progression into Education or Training	8	8	8	8	8
Employment	26	26	25	20	13

Inspire2Achieve Programme Forecast

	Existing Delivery Period		Extended Delivery Period			Summary
Financial Year	2018-19 ¹		2019-20	2020-21	2021-22 ²	2018-22
Profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 192,533.38	£ 228,512.93	£ 236,019.99	£ 245,523.42	£ 208,192.38	£ 918,248.73
Match Funding (MF)	£ 105,893.36	£ 124,118.42	£ 128,195.94	£ 133,357.79	£ 113,081.17	£ 498,753.32
Grant Funding (ESF)	£ 86,640.02	£ 104,394.51	£ 107,824.06	£ 112,165.63	£ 95,111.21	£ 419,495.40
Additional MF Required	-	£ 18,225.06				
Additional ESF Received	-	£ 17,754.49	Grant Rate: 45.68%			

¹Original Profile Ends 31/12/2018, Plus Admin Closedown to 31/03/2019

²Reprofile Ends 31/12/2022

Inspire2Work Programme Forecast

	Existing Delivery Period		Extended Delivery Period			Summary		
Financial Year	2018-19		2019-20 ¹		2020-21	2021-22	2022-23 ²	2018-23
Profile	Original	Re-profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 216,846.10	£ 222,870.30	£ 182,606.54	£ 236,995.43	£ 245,661.36	£ 251,153.78	£ 148,300.56	£ 1,104,981.43
Match Funding (MF)	£ 119,265.30	£ 115,892.56	£ 100,433.60	£ 123,237.62	£ 127,743.91	£ 130,599.96	£ 77,116.29	£ 574,590.35
Grant Funding (ESF)	£ 97,580.80	£ 106,977.74	£ 82,172.94	£ 113,757.81	£ 117,917.45	£ 120,553.81	£ 71,184.27	£ 530,391.09
Additional MF Required	-	-£ 3,372.74	-	£ 22,804.03				
Additional ESF Received	-	£ 9,396.94	-	£ 31,584.86	Grant Rate: 48.00%			

¹Original Profile Ends 31/12/2019

²Reprofile Ends 31/12/2022

Combined Programme Summary

Financial Year	Total Cost	Staff Costs	Other Costs ¹	Match Funding	Grant Income
2018-19	£ 451,383.23	£ 322,416.59	£ 128,966.64	£ 240,010.98	£ 211,372.25
2019-20	£ 473,015.42	£ 337,868.16	£ 135,147.26	£ 251,433.56	£ 221,581.86
2020-20	£ 491,184.78	£ 350,846.27	£ 140,338.51	£ 261,101.70	£ 230,083.08
2021-22	£ 459,346.16	£ 328,104.40	£ 131,241.76	£ 243,681.14	£ 215,665.02
2022-23	£ 148,300.56	£ 105,928.97	£ 42,371.59	£ 77,116.29	£ 71,184.27
Total	£ 2,023,230.15	£ 1,445,164.40	£ 578,065.76	£ 1,073,343.67	£ 949,886.49

¹Other Costs (FR40) are automatically calculated as 40% of staff costs

Additional Funding Required Funding Summary

Financial Year	Additional Funding Required
2018-19	£ 23,645.07
2019-20	£ 30,696.86
2020-20	£ 30,827.10
2021-22	£ 30,036.41
2022-23	£ 3,715.22
Total	£ 118,920.66

Remaining match funding will be made up of existing core budget, recycled (unused) FR40 Grant, and external grants that are permissible for use as match funding.

Appendix 5 – Invest to Redesign earmarked reserves for Inspire programmes Extension

The Inspire programmes contribute to the purpose of the council and is at the heart of what we do will:

'We want to help sustainable and resilient communities that support the well-being of current and future generations'

The Inspires programme fully aligns with two of the four Council's Well-Being Objectives:

- Provide children and young people with the best possible start in life, through the Inspire2Achieve programme supporting young people in Key Stage 3 and 4 most of risk of becoming NEET (not in education, employment or training. Hence sustaining a reduction in the number of year 11 12 and 13 school leavers that are NEET.
- Develop opportunities for communities and businesses to be part of a thriving and well- connected county, through the Inspire2Work programme supporting young people into local employment and developing links with local employers and businesses to create future employment opportunities for our young people.

This additional match funding not only enables us to extend the lifetime of both programmes but will bring in additional ESF funding to the County and enhance the support through both programmes in sustaining education, employment and training. This will enable us to draw in and manage additional funds such as the Employability Grant from Welsh Government which will equate to circa £150k per year over 2 years and will not require additional match funding.

The use of reserve funding is consistent with the protocol. We have explored existing budgets, however this is not an option due to no surplus funds within Youth Enterprise. We have secured 45% of the project costs from the European Social Fund for Inspire2Achieve and 48% for Inspire2Work. This is not an on-going expenditure, it will be for the lifetime of the project. This has been secured by Newport City Council our Lead Beneficiary and approved by WEFO for the project duration. The grant offer letter for the existing scheme of work of the programmes has been signed off by the Head of Business and Economy.

Rationale for the reserve is to redesign our services for young people 11 -24 years, improve education support, improve access to employment, training and apprenticeships, linking with our existing and creating new local business network. Enabling young people to gain higher paid employment, offering employability courses and qualifications. Enabling the team to develop an Employability model/structure fit for the future in Monmouthshire, complimenting and enriching existing programmes within the local, private and third sector. Linking with the City Deal region opportunities and networks for future growth. Inspire2Achieve will support those young people at risk of disengaging from compulsory education to transition into further education, training and employment. Inspire2work will support young people who are furthest away from the labour market, to acquire the skills and experience to gain and maintain sustainable employment.

This will directly support an additional 159 young people on the Inspire2Achieve programme over its duration period and an additional 238 young people on the Inspire2Work programme over its duration period

Business Case Justification

The programmes also align with the following strategies

- Corporate Plan 2017/2022
- People Place Prosperity A Strategy for Social Justice 2017/2022
- Corporate Parenting Plan 2018 -2021
- Monmouthshire Draft NEET Reduction Strategy 2018-2021

As stated any savings made as a result of this investment will be paid back to reserves. The programmes are not proposing to acquire reserve funds beyond that which is required, and as such is expecting to utilise all of the reserve funds granted. However, if alternative grants become available that are eligible to be used as match funding these will be used in place of reserve funds. Any reserve funds leftover as a consequence of this will be returned upon completion of the Inspire programmes, and any necessary compliance checks relating to the programmes.

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SUBJECT: YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE (I2A) AND INSPIRE2WORK (I2W) EXTENSION

MEETING: Economy and Development Select Committee

DATE: 19th July 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

1.1 Further to Cabinet approval for the implementation of the Inspire2Achieve and Inspire2Work programme in [March 2016](#), and [July 2017](#) Youth Enterprise requests in principle support for additional match funding from Authority Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23. This funding will enable the extension the existing I2A programme to December 2021 which provides education and well-being support with the aim of reducing the risk of becoming NEET (Not Engaged in Education, Employment or Training) and the existing I2W programme to December 2022 which provides post 16 support, intervention and employment opportunities utilising European Social Fund (ESF) monies.

2. RECOMMENDATIONS:

The Committee considers the request for additional match funding from the Invest to Redesign reserves for 2018-19 and Base Budget Consideration from 2019-20 to 2022-23, offering recommendations which will inform the Cabinet.

3. KEY ISSUES:

- 3.1** I2A provides education and well-being support, and qualifications for young people aged 11-16 years most at risk of becoming NEET and I2W provides employability support, qualifications and work placements for unemployed young people aged 16 -24 years.
- 3.2** The current I2A programme for 11-16 year olds was approved by Cabinet in March 2016 for three years (March 2019) at total project cost of £792,900 split between 45% ESF of £356,805 and 55% MCC match funding of £436,095.
- 3.3** The current I2W programme for 16- 24 year olds was approved by Cabinet in July 2017 until February 2020. The total project cost was £401,609 split between 45% ESF of £180,724 and 55% MCC match funding of £220,885
- 3.4** Members have previously been made aware that Welsh Government has implemented the Youth Engagement and Progression Framework 2013, which provides a delivery model centred on the needs of young people identifying six key areas for achieving better outcomes for young people. The principles of the framework is embedded in the I2A and I2W programmes and is designed to secure added value whilst reflecting the needs and aspirations of Monmouthshire’s young people and the Authority’s Corporate Plan.

4. OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> • Do nothing 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Increased risk of more young people becoming NEET. Potential 	<ul style="list-style-type: none"> • I2A would finish 31st March 2019

		<p>259 participants will be NEET.</p> <ul style="list-style-type: none"> Increased number of unemployed young people. Potential 238 participants will be unemployed Loss of external funding for programmes that support NEET reduction 	<ul style="list-style-type: none"> I2W would finish January 2020
<ul style="list-style-type: none"> Implement Extension Period 	<ul style="list-style-type: none"> Reduced risk of young people becoming NEET Increased number of NEET young people entering employment/training Improve young people's skills and future employment opportunities 	<ul style="list-style-type: none"> Limited match funding to support programme delivery 	<ul style="list-style-type: none"> I2A would finish 31st December 2021 I2W would finish 31st December 2022

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix 1 for future evaluation of whether the decision has been successfully implemented. The decision will be evaluated by Economy and Development Select Committee, which will make recommendations regarding any proposed changes to Cabinet.
- 5.2 An annual report will be presented to Economy and Development Select Committee to review progress to date

6. REASONS:

- 6.1 Inspire2Achieve enables young people aged 11 -16 years most at risk of becoming NEET (not in education, employment or training) to gain a range of qualifications and skills enhancing curriculum delivery to support post 16 progression into education, employment or training. Outcomes include; young people gaining qualifications upon leaving; young people in education upon leaving and young people at reduced risk of NEET upon leaving.
- 6.2 Inspire2Work enables Not in Education, Employment or Training (NEET) 16 -24 year olds to gain a range of skills, qualifications and meaningful work placements to feel confident and motivated to enter into sustainable employment or further learning. Outcomes include; NEET young people gaining qualifications upon leaving; NEET young people in education or training upon leaving and NEET young people entering employment upon leaving.
- 6.3 A summary of the performance and outcomes to date for both programmes is detailed in Appendix 3.
- 6.4 The extension will help sustain the reduction in the number of school leavers that are NEET and continue low levels of unemployment amongst 16 – 24 years olds. Without additional match funding potentially 497 young people could be at risk of becoming NEET over the next four years.

7 RESOURCE IMPLICATIONS:

- 7.1 The extended delivery of the Inspire2Achieve and Inspire2Work programmes will run until 31st December 2021 and 31st December 2022 respectively. The extended programmes cost is

£2,023,230.15 over the lifetime of the project, made up of £1,073,343.67 match funding and £949,886.49 grant income.

- 7.2 Match funding for the programmes will be made up from core budget, recycled FR40 grant, external grant match funding, and funding from reserves. In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration (appendix 4 and 5).

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

The significant equality impacts identified in the assessment (Appendix 2) are summarised below for members' consideration:

The Inspire programmes will improve provision, opportunities and outcomes for all young people who are at risk or who are NEET. It is anticipated that the programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress and sustain education, employment or training.

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

- The number and percentage of Year 11, 12 and 13 school leavers not in education, employment and training.
- The number NEET and unemployed young people 16 -25 years.

9 **CONSULTEES:**

Senior Leadership Team
Chief Officer for Children and Young People
Head of Achievement and Attainment
Secondary Schools Head Teachers
Special School Head Teacher
Pupil Referral Service Head Teacher
Head of Enterprise and Community Development

10. **BACKGROUND PAPERS:**

Evaluation Criteria	(Appendix 1)
Future Generations Evaluation	(Appendix 2)
I2A and I2W Programmes Participant Forecast	(Appendix 3)
I2A and I2W Programmes costings	(Appendix 4)
Invest to Redesign Reserves –Business Case	(Appendix 5)

11. **AUTHOR:**

Hannah Jones, MCC Youth Enterprise Manager

12. **CONTACT DETAILS:**

Tel: 07738 340418

E-mail: hannahjones@monmouthshire.gov.uk

Appendix 1 - Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	YOUTH ENTERPRISE – EUROPEAN SOCIAL FUND (ESF) PROGRAMMES – INSPIRE2ACHIEVE(I2A) AND INSPIRE2WORK (I2W) EXTENSION
Date decision was made:	4 th July 2018
Report Author:	Hannah Jones

What will happen as a result of this decision being approved by Cabinet or Council?	
<p>Once the Inspire programmes extension has been approved by cabinet, the programme performance outcomes will be scrutinised and monitored by the Departmental Management Team for Children and Young People, the Departmental Management Team for Enterprise and Community Development, CYP Strategic Partnership and the Post 16 Steering Group</p> <p>The public will have 2 programmes – I2A will support young people most at risk of becoming NEET and I2W will support young people that are NEET in gaining qualifications, sustaining education and enabling employment opportunities, creating improved outcomes for our young people. Officers can advocate on behalf of the work of the programmes and share opportunities in their wards.</p>	
12 month appraisal	

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?	
<p>The following criteria will determine whether the decision has been successfully implemented:</p> <ul style="list-style-type: none"> • Sustaining a continued reduction in the number and percentage of NEET Y11, Y12 and Y13 school leavers • Continued reduction in the number of NEET young people 16 -24 years • Improved future pathway opportunities in particular local employment • Improved co-ordination of support and interventions for young people most at risk or who are NEET 	
12 month appraisal	

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?	
<p>In real terms the additional match funding requirement from the Local Authority will be £118,920.66, broken down as follows: £23,645.07 in 2018-19 from Invest to Redesign Reserves, and £30,696.86 in 2019-20, £30,827.10 in 2020-21, £30,036.41 in 2021-22, and £3,715.22 in 2022-23 from base budget consideration.</p>	
12 month appraisal	

Any comments



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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Hannah Jones</p> <p>Phone no: 07738 340 418 E-mail: hannahjones@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <ul style="list-style-type: none"> To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.
<p>Name of Service: Youth Enterprise</p>	<p>Date Future Generations Evaluation 26th May 2018</p>

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

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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The aim of the Inspire programmes is to create the conditions for young people most at risk to thrive. It will enable young people to feel confident and capable in school with peers and others and enjoy the curriculum. The programmes will equip young people with the appropriate skills to manage and sustain further education, employment and training.</p>	<p>Developing bespoke interventions and support packages to support the learner's needs.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The programmes will work within the Environmental Sustainability Objectives set by WEFO (Welsh European Funding Office) and deliver to the indicators set for ESF(European Social Funding) Youth Employment and Attainment priority. The programmes will address issues such as waste, recycling, minimize energy usage and efficient use of such resources, whilst also raising awareness of environmental issues and healthy lifestyles.</p>	<p>Sharing expertise, networks and resources will ensure a good provision for our young people.</p>
<p>A healthier Wales People's physical and mental wellbeing maximized and health impacts are understood</p>	<p>The Inspire team will work with young people, supporting them to overcome health and wellbeing barriers by either delivering health or wellbeing workshops and/or support, linking learners with health care professionals, organisations and networks and other health and wellbeing services. The young people's health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The one to one support from responsible partners will enable us to identify and address individual need. Setting agreed goals and reinforcing recognition and achievements. A reduction in the barriers to participation is a key element to enable young people to be engaged, supported and valued. The level of support offered will be high and consistent.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Programmes will encourage safe and appropriate use of IT and the internet, developing young peoples' ICT literacy skills, preparing them for further learning, education and training.</p> <p>The programmes will link to the wider community, helping young people be active citizens in their community and have a greater awareness of community safety.</p>	<p>Encourage safer use of the internet and raise awareness of the harmful effects and consequences of inappropriate use of social media</p>
<p>A globally responsible Wales</p>	<p>The programmes are funded by the ESF and the managing authority is WEFO. WEFO has undertaken a full Socio Economic Analysis to identify needs,</p>	<p>Working closely with our Local Authority partners and Careers Wales we will share resources and good practices to ensure young people have the best</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	challenges and opportunities across Wales. It will incorporate ESDGC (Education, Sustainable Development and Global Citizenship) elements enable young people to become globally responsible citizens.	opportunities to engage in global well –being and how this impact’s on their community.
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	The programmes will have marketing, publications and printed literature available bilingually where appropriate. The programmes will conform to the Welsh Language Legislation Welsh Language Wales Measure 2011 and accompanying welsh language standards.	Encouraging young people to embrace the vibrant welsh culture and language.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The programmes will develop effective ways to engage and provide support for those individuals regardless of ethnic origin, gender, disability sexual orientation or religion to ensure all young people actively participate in and benefit from the programme. The programme will follow WEFO’s and the LA Equal Opportunity’s Policy stipulates how staff can best promote equality of opportunity and outcomes for young people regardless of age, race, ethnicity and disability.	All of our policies and procedures are guided by the current local and national equal opportunities guidance and legislation.

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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>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The long term future plan is that young people that have engaged with Inspire2Achieve and/or Inspire2Work will remain in education, employment or training and their risk of becoming NEET is reduced.</p> <p>This will reduce the likelihood of future or continuing poverty amongst young people. It will also deliver improved health and well-being for young people, whilst also instilling a work ethic for young people and seeing aspiration levels rise.</p>	<p>With the financial investment from the Local Authority to a further 3 years for Inspire2Achieve until December 2021 and a further 4 years for Inspire2Work until December 2022.</p> <p>The aim is to develop resilience in those young people 'most at risk' or who are NEET, to improve their confidence and skills. Thus enabling them to progress into education, employment or training...</p>
<p>Page 31</p>  <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Inspire2Achieve programme is a regional programme, Newport is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council, Coleg Gwent, Cardiff and Vale College, Careers Wales.</p> <p>The Inspire2Work is a regional programme. Newport City Council is the lead beneficiary, working with the following joint beneficiaries; City of Cardiff County Council, Monmouthshire County Council, The Vale of Glamorgan Council and Llamau.</p>	
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The programmes will involve learners in the design delivery, evaluation and redesign of the learning experiences. As part of the learning journey, the team understands the necessity for bespoke learning opportunities involving the learner and fostering shared responsibility and autonomy of the learner as well as constant progress.</p>	<p>The programmes will discuss at point of referral the learner's needs, vocational pathways and training route options. It will provide formative reviews of the learning experience, have informal discussions and evaluations during and at end of programmes.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The Inspire programmes are preventative initiatives to enable the reduction in the risk of young people becoming NEET and reduction in the number of young people who are NEET.</p> <p>It is anticipated that the long term impact of the programmes will challenge behaviors, actions and attitudes, subsequently establishing firm foundations on which to support in the future and provide generic skills.</p>	<p>The programmes will be monitored and reviewed as part of the action plan to ensure targets are on track and then young people feel the programmes are meeting their needs and expectations.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The programmes will work with young people supporting them to overcome health and wellbeing barriers by either delivering health and wellbeing programmes and/or support, linking young people with health care professionals, organisations and networks and other health and wellbeing services. The young peoples' health and wellbeing is a crucial element to reducing their overall risk of becoming NEET.</p>	<p>The programmes will be monitored and reviewed through amount of referrals to specialist support for emotional wellbeing; progress of each young person during the programme and through termly discussions with other professionals within the school community.</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	We aim to engage with young people 11-24years most at risk of becoming NEET (not in education, employment or training) or who are NEET.	None identified	N/A
Disability	We aim to engage and support young people to meet with individual needs without discrimination.	None identified	N/A
Gender reassignment	We aim to provide a provision which is inclusive for transgender people and groups We will address any issues in regards to work placements, employment and training opportunities.	None identified	N/A
Marriage or civil partnership	Not applicable	None identified	N/A
Pregnancy or maternity	Risk assessment will be in place for pregnant young people ensures all health and safety measures have been addressed and the well-being of the young person is paramount.	None identified	N/A
Race	Young people referred onto our programmes will be given the same opportunities regardless of race. The relevant support will be provided to meet individual needs	None identified	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?
Religion or Belief	We aim to offer bespoke packages of support that will take into account young peoples' religion and religious beliefs.	None identified	N/A
Sex	We aim to offer opportunities that will take into account individual needs regardless of sex.	None identified	N/A
Sexual Orientation	We aim to offer opportunities that will take into account individual needs regardless of sexual orientation.	None identified	N/A
Welsh Language	We will adhere to the Welsh Government Welsh Language Policy. We will aim to provide bilingual learning opportunities if there is a need.	None identified	N/A

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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	Safeguarding is a priority, young people on our programmes will have a multiple barriers and are vulnerable individuals. All youth enterprise staff and volunteers have completed the Safeguarding level 1. The programmes will link with Building Stronger Families, Multi-Agency Early Support and Prevention Referral and Intervention Pathway Panel and monthly multi-agency meetings in schools.	None identified	N/A
Corporate Parenting	The Inspire programmes target young people who are looked after children (LAC) and care leavers. We aim to provide a tailor package which is flexible to their needs and circumstances.	None identified	N/A

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

IP Page 35

The following data has identified and informed the need to develop the Inspire2Achieve programme;

- The Local Authority Early Identification process identifying young people most at risk in key stage 3 and 4.
- The Careers Wales 5 Tier model data, identifying young people 16 -18 years in tier 4 who are in education, employment or training yet are at risk due to circumstances.
- Young people 19 -24 years who are vulnerable and are still in education.

The following data has identified and informed the need to develop the Inspire2Work programme;

- The Careers Wales 5 Tier model data young people in tier 1 and 2 of the system who are NEET
- NOMIS figures identifying the number of 19 -24 year olds that claim job seeker allowance
- 16 -24 vulnerable groups identified through local partnership forums.

The work of the CYP Strategic Partnership, Post 16 Steering Group and the Keeping in Touch Group have identified the need for further intervention for those most vulnerable to participate and engage in the school curriculum and sustain future education, employment and training.

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?

It is anticipated that the Inspire programmes will have a positive impact on the young peoples' social, emotional, health and wellbeing, education and skills. This will develop their resilience and improve their life chances. This proposal does acknowledge that due to personal, social and educational barriers, not every young person will progress into further education, training or employment.

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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
To implement the European Social Fund (ESF) Inspire2Achieve and Inspire2Work Programmes over an extended period in line with the regional partnership.	July 2018	Hannah Jones	To be reported on an annual basis

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

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The impacts of this proposal will be evaluated on:	July 2019
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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	Economy and Development Select Committee	19 th July 2018	
1	Cabinet	25 th July 2018	

Appendix 4 I2A and I2W Programmes Participant Forecast



Inspire2Achieve

Forecast / Year	2018-19	2019-20	2020-21	2021-22
Enrolments	150	150	148	57
Qualifications	34	34	31	30
Progression into Education or Training	14	14	15	15
Reduced Risk of NEET <ul style="list-style-type: none"> • 2 out of 4 indicators achieved • Attainment/Attendance/Behaviour/Wellbeing 	77	74	78	54

Inspire2Work

Forecast / Year	2018-19	2019-20	2020-21	2021-22	2022-23
Enrolments	85	87	87	87	85
Qualifications	20	28	28	24	20
Progression into Education or Training	8	8	8	8	8
Employment	26	26	25	20	13

Inspire2Achieve Programme Forecast

	Existing Delivery Period		Extended Delivery Period			Summary
Financial Year	2018-19 ¹		2019-20	2020-21	2021-22 ²	2018-22
Profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 192,533.38	£ 228,512.93	£ 236,019.99	£ 245,523.42	£ 208,192.38	£ 918,248.73
Match Funding (MF)	£ 105,893.36	£ 124,118.42	£ 128,195.94	£ 133,357.79	£ 113,081.17	£ 498,753.32
Grant Funding (ESF)	£ 86,640.02	£ 104,394.51	£ 107,824.06	£ 112,165.63	£ 95,111.21	£ 419,495.40
Additional MF Required	-	£ 18,225.06				
Additional ESF Received	-	£ 17,754.49	Grant Rate: 45.68%			

¹Original Profile Ends 31/12/2018, Plus Admin Closedown to 31/03/2019

²Reprofile Ends 31/12/2022

Inspire2Work Programme Forecast

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	Existing Delivery Period		Extended Delivery Period			Summary		
Financial Year	2018-19		2019-20 ¹		2020-21	2021-22	2022-23 ²	2018-23
Profile	Original	Re-profile	Original	Re-profile	Profile	Profile	Profile	Profile
Total Cost	£ 216,846.10	£ 222,870.30	£ 182,606.54	£ 236,995.43	£ 245,661.36	£ 251,153.78	£ 148,300.56	£ 1,104,981.43
Match Funding (MF)	£ 119,265.30	£ 115,892.56	£ 100,433.60	£ 123,237.62	£ 127,743.91	£ 130,599.96	£ 77,116.29	£ 574,590.35
Grant Funding (ESF)	£ 97,580.80	£ 106,977.74	£ 82,172.94	£ 113,757.81	£ 117,917.45	£ 120,553.81	£ 71,184.27	£ 530,391.09
Additional MF Required	-	- £ 3,372.74	-	£ 22,804.03				
Additional ESF Received	-	£ 9,396.94	-	£ 31,584.86	Grant Rate: 48.00%			

¹Original Profile Ends 31/12/2019

²Reprofile Ends 31/12/2022

Combined Programme Summary

Financial Year	Total Cost	Staff Costs	Other Costs ¹	Match Funding	Grant Income
2018-19	£ 451,383.23	£ 322,416.59	£ 128,966.64	£ 240,010.98	£ 211,372.25
2019-20	£ 473,015.42	£ 337,868.16	£ 135,147.26	£ 251,433.56	£ 221,581.86
2020-20	£ 491,184.78	£ 350,846.27	£ 140,338.51	£ 261,101.70	£ 230,083.08
2021-22	£ 459,346.16	£ 328,104.40	£ 131,241.76	£ 243,681.14	£ 215,665.02
2022-23	£ 148,300.56	£ 105,928.97	£ 42,371.59	£ 77,116.29	£ 71,184.27
Total	£ 2,023,230.15	£ 1,445,164.40	£ 578,065.76	£ 1,073,343.67	£ 949,886.49

¹Other Costs (FR40) are automatically calculated as 40% of staff costs

Additional Funding Required Funding Summary

Financial Year	Additional Funding Required
2018-19	£ 23,645.07
2019-20	£ 30,696.86
2020-20	£ 30,827.10
2021-22	£ 30,036.41
2022-23	£ 3,715.22
Total	£ 118,920.66

Remaining match funding will be made up of existing core budget, recycled (unused) FR40 Grant, and external grants that are permissible for use as match funding.

Appendix 5 – Invest to Redesign earmarked reserves for Inspire programmes Extension

The Inspire programmes contribute to the purpose of the council and is at the heart of what we do will:

'We want to help sustainable and resilient communities that support the well-being of current and future generations'

The Inspires programme fully aligns with two of the four Council's Well-Being Objectives:

- Provide children and young people with the best possible start in life, through the Inspire2Achieve programme supporting young people in Key Stage 3 and 4 most of risk of becoming NEET (not in education, employment or training. Hence sustaining a reduction in the number of year 11, 12 and 13 school leavers that are NEET.
- Develop opportunities for communities and businesses to be part of a thriving and well- connected county, through the Inspire2Work programme supporting young people into local employment and developing links with local employers and businesses to create future employment opportunities for our young people.

This additional match funding not only enables us to extend the lifetime of both programmes but will bring in additional ESF funding to the County and enhance the support through both programmes in sustaining education, employment and training. This will enable us to draw in and manage additional funds such as the Employability Grant from Welsh Government which will equate to circa £150k per year over 2 years and will not require additional match funding.

The use of reserve funding is consistent with the protocol. We have explored existing budgets, however this is not an option due to no surplus funds within Youth Enterprise. We have secured 45% of the project costs from the European Social Fund for Inspire2Achieve and 48% for Inspire2Work. This is not an on-going expenditure, it will be for the lifetime of the project. This has been secured by Newport City Council our Lead Beneficiary and approved by WEFO for the project duration. The grant offer letter for the existing scheme of work of the programmes has been signed off by the Head of Business and Economy.

Rationale for the reserve is to redesign our services for young people 11 -24 years, improve education support, improve access to employment, training and apprenticeships, linking with our existing and creating new local business network. Enabling young people to gain higher paid employment, offering employability courses and qualifications. Enabling the team to develop an Employability model/structure fit for the future in Monmouthshire, complimenting and enriching existing programmes within the local, private and third sector. Linking with the City Deal region opportunities and networks for future growth. Inspire2Achieve will support those young people at risk of disengaging from compulsory education to transition into further education, training and employment. Inspire2work will support young people who are furthest away from the labour market, to acquire the skills and experience to gain and maintain sustainable employment.

This will directly support an additional 159 young people on the Inspire2Achieve programme over its duration period and an additional 238 young people on the Inspire2Work programme over its duration period

Business Case Justification

The programmes also align with the following strategies

- Corporate Plan 2017/2022
- People Place Prosperity A Strategy for Social Justice 2017/2022
- Corporate Parenting Plan 2018 -2021
- Monmouthshire Draft NEET Reduction Strategy 2018-2021

As stated any savings made as a result of this investment will be paid back to reserves. The programmes are not proposing to acquire reserve funds beyond that which is required, and as such is expecting to utilise all of the reserve funds granted. However, if alternative grants become available that are eligible to be used as match funding these will be used in place of reserve funds. Any reserve funds leftover as a consequence of this will be returned upon completion of the Inspire programmes, and any necessary compliance checks relating to the programmes.

SUBJECT:	CHIPPENHAM PLAY AREA, MONMOUTH
MEETING:	CABINET
DATE:	25th July 2018
DIVISION/WARDS AFFECTED:	ALL MONMOUTH WARDS

1. PURPOSE

To agree the location and refurbishment of the play area at Chippenham Mead;

2. RECOMMENDATIONS that

- 2.1 the Council adopts the area shown on the plan attached at **Appendix B** as its preferred location for redevelopment of the Chippenham Mead play area and that it proceeds to submit applications for planning permission and village green consent to enable the project to proceed;
- 2.2 if and when planning permission and village green consent is granted, the Council works in consultation with interested parties in the locality on the detailed layout and content of the refurbished play area to ensure the provision of a safe, inclusive and exciting fixed play area on Chippenham Mead.

3. KEY ISSUES

- 3.1 In 2014 the Council allocated Section 106 (S106) funding of £335,000 to eleven projects, one of which was the refurbishment of the main town centre play area at Chippenham Mead. A sum of £85,000 was allocated for this project. The Chippenham play area is the only fixed play provision to serve a large part of the town located between Cinderhill Street and the Dixon roundabout.
- 3.2 The Council's objective is to provide a safe, inclusive and exciting fixed play area on the village green. To achieve this, the location and the design of the play area need to be considered. This report deals only with the issue of where the play area should be located. If it is decided to locate the play area on any part of the village green other than in its existing position then planning permission and village green consent from the Welsh Government is required, due to the fact that Chippenham Mead is a registered village green. In considering the alternative locations, the council wishes to establish a relocated play area of (or as close to) the same size as the existing play area, which measures 1,410 m².
- 3.3 Up until January of this year the council's intention was to refurbish the play area in its current position. This view was supported by the Town Council, which considered the matter in May 2014 and in January 2017. However, at a meeting held on 15th January this year, the Town Council members expressed the view that the current location was not the best place for the play area. This view was

reinforced at a further Town Council meeting held on 15th May. At a site meeting on 5th February this year Cabinet members also came to the conclusion that the existing site is unsuitable, principally because of road traffic noise from the adjoining A449 dual carriageway, the smell of diesel fumes and the oppressive appearance of the buildings that form the rear boundary to the existing play area.

- 3.4 During the past four years a number of possible alternative locations for the play area on the village green have been suggested. Initially four sites were identified, previously referred to as Areas A (the existing site), B, C and D. Over the last twelve months, a few variants of these sites have also been considered (A+, D- and C+) plus one potential new area, Area E.
- 3.5 In addition to the play area provision, the village green is used extensively for sport, in particular by the town's football and rugby clubs, which have a joint membership of over 500 registered players, the vast majority of whom use the sports pitches on the village green on a regular basis. Both clubs are run by volunteers that provide coaching and sports participation opportunities to children, young people and adults resident in the town. The council is committed to supporting local sports clubs to maintain and develop these activities. For this reason, when deciding on the revised location of the play area, the council does not wish to reduce the number of sports pitches available on Chippenham Mead.
- 3.6 The council is conscious of the need to maintain the status of the village green in line with both the appropriate legislation and the scheme of regulation drawn up by Monmouth Borough Council in 1987. However, this has to be balanced against its responsibilities under the Well Being of Future Generations (Wales) Act 2015, which requires local authorities to take into account the health well-being of its residents when making important decisions.
- 3.7 Since the funding was originally allocated in 2014, and more particularly over the last two years, the location of the play area has been the subject of extensive local debate and discussion and a number of alternatives have been put out to public consultation. Although there is a body of opinion that the play area should remain in its existing location, the majority of responses received favour relocation of the play area to another part of the village green.
- 3.8 There is a need to make an early decision on the location issue, because the availability of the funding for this project has a limited timescale. Under the terms of the original Section 106 Agreement, the "use by" date for the funding was 12th August 2019. This deadline has since been extended to August 2021 by agreement with the developer. If it is not spent within this timescale then it has to be returned, plus any accrued interest, to the developer that contributed the funding under the terms of the S106 Agreement.

4.0 OPTIONS APPRAISAL

- 4.1 Attached to this report at **Appendix A** is a full options appraisal, which looks at the various potential sites for relocation.

4.2 Based on this appraisal, and on the views so far expressed by members of both the Town Council and the County Council, plus feedback from local groups and individuals received during the public consultations undertaken to date, it is being recommended to Cabinet that the play area should be relocated to the position shown on the plan attached to this report at **Appendix B**.

4.3 This will involve realigning the Under 8s junior rugby pitch on the triangular area of land shown on the plan. By doing this, it provides sufficient space to develop a play area of the same size as the existing play area. The area occupied by the existing play area next to the A449 dual carriageway would then be returned to an open landscaped area, with additional tree planting.

5.0 EVALUATION CRITERIA

Please see attached at **Appendix C**.

6.0 REASONS

6.1 To enable the Council to proceed with improved play provision on Chippenham Mead, which is strategically located in the centre of the town. The upgrading works are long overdue as the existing play area is in poor condition and the fixed play equipment offers very little play value.

6.2 To ensure that a safe, inclusive and exciting play area is provided to meet local needs.

7.0 RESOURCE IMPLICATIONS

7.1 The original funding of £85,000 allocated to this project back in June 2014 has been increased to £102,196 via a single member decision on 27th June this year, by re-allocating an underspend of £17,196 on the Monmouth Gateway project;

7.2 If the recommendations in this report are agreed and if the planning and village green consent applications are approved then the available Section 106 balances from the Section 106 Agreement will be used within the revised “spend by” date agreed with the developer.

8.0 WELL BEING OF FUTURE GENERATIONS IMPLICATIONS (INCLUDING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

Please see attached at **Appendix D**.

9.0 CONSULTEES

Cabinet Members
Senior Leadership Team
Head of Legal Services
Friends of Chippenham Mead
Monmouth Sports Association
Monmouth Rugby Club
Monmouth Civic Society
Assistant Head of Finance/Deputy S151 Officer

Local County Council Members
Monmouth Town Council
Monitoring Officer
Open Spaces Society
Natural Resources Wales
Monmouth Football Club
Monmouth Archaeology

10.0 BACKGROUND PAPERS

Report to Cabinet on 4th June 2014

Village Green Scheme of Regulation dated March 1987

Friends of Chippenham Mead Proposals Document – December 2016

Draft report to Cabinet on 1st February 2017 (published but not considered)

Draft report to Cabinet on 6th June 2018 (not published officially but used as the basis for local consultation)

11.0 AUTHOR

Mike Moran, Community Infrastructure Coordinator

Tel: 07894 573834 **E-mail:** mikemoran@monmouthshire.gov.uk

Report to Cabinet on 25th July 2018 – Chippenham Play Area**OPTIONS APPRAISAL**

The Council's view is that the play area should be located on the village green, as this is the main open space in the centre of the town and it is accessible to the area of the town that it is intended to serve. However, during the consultation period, there have been suggestions that there may be suitable alternative sites on which to locate the play area.

There are currently twenty play areas in Monmouth – of these fifteen are located on the Cinderhill Street/Rockfield Road axis, there are two play areas in Wyesham (Tudor Road and Woodland Road), there is a small play area in Troy Gardens and a small play area intended for the under 5s age group which was provided in Osbaston approximately two years ago.

The play area on Chippenham Mead is located in a strategic position and is intended to serve a large part of the town located between Cinderhill Street at the bottom end of the town and the Dixton roundabout at the top end.

Possible Alternative Sites

Officers have looked at the other open spaces in the town and none of them are large enough or centrally located enough to serve the catchment area outlined above, except the two spaces referred to below.

Monnow Bridge Site

There is an open space adjacent to the old Monnow Bridge which is large enough to accommodate a play area, but officers have not looked at this in more detail because:

- it would mean locating the play area to a position on the Cinderhill Street/Rockfield Road axis where there are fifteen play areas already;
- this site would be further away from that part of the town which it is intended to serve;
- access to this piece of land is more dangerous than the village green, as families and children would need to cross Blestium Street (which is the main southern access route into the town) and the busy Cattle Market car park;
- it would mean locating a play area immediately adjacent to one of the most important historic monuments in the county;
- it would sanitise an area of land that will be an important element of the Monmouth Gateway project, if that scheme is ever looked at in the future.

Village Green (Riverside) Site

At the Monmouth Town Council meeting on 15th January, a suggestion was made that the play area could perhaps be relocated to an alternative site on that part of the village green located between the A449 dual carriageway and the River Wye, where the town allotments are also situated. Officers would not recommend such a move, due to the following factors:

- this part of the village green is in a much more remote location, away from that part of the town which it is intended to serve;

- this part of the village green is bordered on one side by the River Wye, on another side by the River Monnow and on another side by the A449 dual carriageway and it is more prone to flooding than that part of the village green located on the town side of the A449;
- access to this part of the village green is much more difficult to achieve, particularly for prams, push chairs/buggies and wheelchairs;
- there would be direct conflict between parents and children accessing/leaving the play area on foot and those accessing the allotments in cars on the narrow riverbank of the Monnow, which is the main vehicle and pedestrian access under the A449 to the far side of the village green.

It has been concluded, therefore, that the only sensible location for the refurbished play area is a site on that part of the village green located on the “town side” of the A449. Any site chosen other than the existing play area site will require the Council to obtain planning permission and Welsh Government consent under the village green scheme of regulation.

Objective

The Council’s objective is to provide a safe, inclusive and exciting play area on Chippenham Mead village green that will create a rich play environment as defined in the Welsh Government’s statutory guidance.

The purpose of this report is to agree the location of the play area and to do this the main considerations are those of safety and inclusivity. The detailed design & layout and the choice of play equipment will be the main determining factors in creating a rich play environment after a decision on the location has been made - and, hopefully, planning permission and village green consent have been granted.

There now follows an assessment of the various locations that have so far been considered. The issues considered as part of this assessment include:

- Accessibility
- Safety
- Air pollution
- Noise pollution
- Proximity to residential properties

Proximity to public toilets and car parking are secondary considerations - there are two public car parks in Blestium Street and one in Glendower Street. The closest public toilets are located in Agincourt Street (240m from the Chippenhamgate Street entrance to the village green) and next to the original Monnow Bridge (opposite the Robin Hood public house), which are some 250m from the Blestium Street entrance to the village green. The car park and toilets at Waitrose are intended for patrons of the supermarket and are not public facilities.

Area A	Site of the existing play area
Footprint area	1,410 m ²
Accessibility	Access is on a flat level surface, but the main access into the play area is direct from Chippenhamgate Street, where there are parked cars and traffic movement immediately next to the play area entrance gate
Safety	The site is not particularly well overlooked – children playing cannot be seen from the rest of the village green. Because access is direct from Chippenhamgate Street there is potential for conflict between pedestrians accessing the play area and cars using the road
Air pollution	Air pollution is measured from a site immediately adjacent to the play area but closer to the A449. The results are included in returns to the Welsh Government and are published on the Council's website. The results reveal that the site is well within the air pollution guidelines for nitrogen dioxide for both long term and short term exposure.
Noise pollution	Noise levels were measured on site in March 2018 and the levels recorded were in excess of the WHO (World Health Organisation) guideline of 55dBA – readings were taken at two different times of the day and these measured 63.9dBA and 61.6dBA
Proximity to residential properties	The closest residential properties are located in Chippenhamgate Street, a distance of 38m away
Comment: The general consensus that this area is no longer suitable for a children's play area	

Area A+	Existing site with some landscape modifications
Footprint area	1,410 m ²
Accessibility	Access would be on a flat level surface, but the landscape modifications proposed would relocate play area entrance to a position on the village green, rather than direct from Chippenhamgate Street
Safety	The landscape modifications proposed would have lowered the level of the grass bund to allow a better view of the play area, but there would have been a "blind spot" as a result of the bund located between the two existing footpaths leading onto the green from Chippenhamgate Street
Air pollution	Ongoing air pollution monitoring reveals that the site is well within pollution guidelines for nitrogen dioxide for both long term and short term exposure.
Noise pollution	The modifications proposed include the erection of a 2m high acoustic fence along the top of the re-positioned bund, intended to reduce the noise levels from the A449 dual carriageway – but there is no conclusive evidence of the effect of this proposal.
Proximity to residential properties	The closest residential properties are located in Chippenhamgate Street, a distance of 39m away
Comment: Landscape alterations improve the footprint area but still too close to the A449	

Area B	Site next to existing Under 8s rugby pitch
Footprint area	986 m ²
Accessibility	Access is on a flat level surface, direct from one of the main footpaths on the village green.
Safety	The site is well overlooked from the main footpath that leads from Chippenhamgate Street into Blestium Street and is perhaps the best used footpath on the green. This site is also well overlooked from the permissive footpath that runs along the back of the village green, which is parallel to the access road to the rear of the properties in Glendower Street. Access is also much safer here when the play area is approached from the direction of Blestium Street, as the access is fully visible.
Air pollution	Air pollution (nitrogen dioxide levels) have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be significantly less than those at Area A or Area A+.
Noise pollution	Noise levels have not been measured at Area B but it is safe to conclude that the noise levels on this site are less than those at Area E
Proximity to residential properties	The closest residential properties are located in Glendower Street. Area B is 21m to the closest residential curtilage and 43m to the façade of the nearest dwelling.
Comment: Restricted site area – the loss of one rugby pitch has been suggested	

Area C	Site adjacent to Blestium Street, next to Chippenham Court
Footprint area	586 m ²
Accessibility	Access is on a flat level surface direct from one of the footpaths on the village green - the site can also be accessed via existing set of steps from Blestium Street
Safety	The site is well overlooked from one of the main footpaths on the village green, as described in relation to Area B above. It is also overlooked from Blestium Street.
Air Pollution	Air pollution (nitrogen dioxide) levels have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be significantly less than those at Area A or Area A+. Some concerns have been expressed that nitrogen dioxide levels here could be significant from traffic using Blestium Street but there is no evidence to support such a claim
Noise pollution	Noise levels here measured 52.7dBA & 54dBA in March, which are below the WHO guideline of 55dBA
Proximity to residential properties	Area C is 20m to the façade of the nearest flat at Chippenham Court, where there are 32 flats
Comment: Size of the site is very restricted and it is overshadowed by large mature lime trees	

Area C+	Same as Area C but with a larger footprint created by shortening the Under 11s rugby pitch by 10m
Footprint area	1,410 m ²
Accessibility	Access is on a flat level surface direct from one of the footpaths on the village green - the site can also be accessed via the existing steps from Blestium Street
Safety	The site is well overlooked from one of the main footpaths on the village green, as described in relation to Area B above. It is also overlooked from Blestium Street.
Air pollution	Air pollution (nitrogen dioxide) levels have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be significantly less than those at Area A or Area A+.
Noise pollution	Noise levels here measured 52.7dBA and 54dBA, which are below the WHO guideline of 55dBA, same as Area C
Proximity to residential properties	Same as Area C - 20m to the façade of the nearest flat at Chippenham Court, where there are 32 flats
Comment: Amended site is larger but still overshadowed by trees – plus there is a registered footpath that crosses part of the site	

Area D	Site located close to the main vehicular access gates onto Chippenham (next to demountable storage cabins)
Footprint area	1,410 m ²
Accessibility	Flat, level surface gives good pedestrian access from existing footpath but the site forms part of the main vehicular access onto the village green and there is a 7m “exclusion zone” due to the recent installation of a rising water main
Safety	The site is well overlooked from one of the main footpaths on the village green - it is also well overlooked from Blestium Street.
Air pollution	Air pollution (nitrogen dioxide levels) have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be significantly less than those at Area A or Area A+ - possibly slightly higher than Area C or C+ due its closer proximity to Blestium Street and the roundabout next to the second Monnow Bridge
Noise pollution	Noise levels have not been measured at Area D but it is safe to conclude that the noise levels on this site will be similar or slightly higher than those at Area C
Proximity to residential properties	The closest residential properties are located at Howells Place, a distance of 100m away
Comment: Site not suitable due to access issues and sewer restrictions	

Area D-	Same general location as Area D, but does not interfere with the vehicular access onto the village green
Footprint area	705 m ²
Accessibility	Access is on a flat level surface direct from one of the main footpaths on the village green – the one that runs parallel to the boundary of the Monmouth Sportsground
Safety	The site is well overlooked from one of the main footpaths on the village green - it is also overlooked from Blestium Street.
Air pollution	Air pollution (nitrogen dioxide levels) have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be significantly less than those at Area A or Area A+ - possibly slightly higher than Area C or C+ due its closer proximity to Blestium Street and the roundabout next to the second Monnow Bridge
Noise pollution	Noise levels have not been measured at Area D but it is safe to conclude that the noise levels on this site will be similar or slightly higher than those at Area C
Proximity to residential properties	The closest residential properties are located at Howells Place, a distance of 110m away
Comment: this site involves significant loss of trees and has a very restricted footprint area	

Area E	Site located at the top end of senior rugby pitches between the two main footpaths leading from Chippenhamgate Street, on the village green side of the earth bund
Footprint area	1,410 m ²
Accessibility	Excellent access on a flat level surface from both main footpaths on the village green
Safety	The site is well overlooked from both of the main footpaths on the village green. It is also well overlooked from the rest of the village green.
Air pollution	Air pollution (nitrogen dioxide levels) have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be less than those at Area A or Area A+
Noise pollution	Noise levels here measured 55.2dBA & 57.6dBA in March, which are slightly in excess of the WHO guideline of 55dBA
Proximity to residential properties	The closest residential properties are located in Chippenhamgate Street, a distance of 52m away
Comment: This site is highly visible from most parts of the village green but it does conflict with the rugby training area adjacent to one of the senior rugby pitches on the green	



Area B+ (recommended site)	Located on triangular area of the village green between the main footpath (that leads from Chippenhamgate Street and Blestium Street) and the buildings at Chippenham Court
Footprint area	1,410 m ²
Accessibility	Access is on a flat level surface, direct from one of the main footpaths on the village green.
Safety	The site is well overlooked from the main footpath on the village green – this is the footpath that leads from Chippenhamgate Street into Blestium Street and is perhaps the best used footpath on the green. This site is also well overlooked from the permissive footpath that runs along the back of the village green on top of the grass bund, which is parallel to the access road to the rear of the properties in Glendower Street. Access is also much safer here when the play area is approached from the direction of Blestium Street, as the access is fully visible.
Air pollution	Air pollution (nitrogen dioxide levels) have not been measured at this site but it is safe to conclude that nitrogen dioxide levels here will be less than those at Area A or Area A+
Noise pollution	Noise levels have not been measured at Area B but it is safe to conclude that the noise levels on this site are below those at Area E
Proximity to residential properties	The closest residential properties are located at the Henry Burton Homes site in Glendower Street. The distance between the play area in this location and the residential curtilage of the Henry Burton Homes site is 20m and it is 30m to façade of the closest residential unit.
Comment: Realignment of the Under 8s rugby pitch creates a suitable sized play area footprint that has a good balance of light and shade. Also this site does not involve the loss of any trees	

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© Ordnance Survey 100023415 2018, via Astun Data Services

Streetview	
County Boundary (MCC)	

	APPENDIX B - Chippenham Mead Play Area Plan showing proposed play area and two junior rugby pitches Monmouthshire County Council, County Hall, The Rhadyr, Usk. NP15 1GA			
	Scale : 1:1250	Printed : 20/6/2018 at 12:47 PM		Grid Ref: 350770,212616

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Report to Cabinet on 25th July 2018 – Chippenham Play Area, Monmouth

Evaluation Criteria

Title of Report:	Chippenham Play Area, Monmouth
Date decision was made:	25th July 2018
Report Author:	Mike Moran, Community Infrastructure Coordinator

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

The provision of a safe, inclusive and exciting play area at the Chippenham Mead Village Green in Monmouth which includes accessible play equipment suitable for children with disabilities and other support needs
The play area has a high level of play value when measured against existing guidelines
Effective partnership working with local groups and individuals to deliver the project
Effective partnership working with local volunteers is continued for the ongoing upkeep and management of the Chippenham play area
2 year appraisal
(the project requires a number of consents to enable it to proceed and these are likely to take some months to obtain before construction can commence)

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

Success in obtaining the necessary consents to enable the project to proceed, particularly planning permission and village green consent.
The play area has been assessed for its play value, measured against the appropriate standards
Positive feedback is received from children & families that use the play area – measured by occasional on site surveys of users in the first year of operation
These surveys can be repeated over subsequent years if this is deemed necessary
The condition and safety of the play area will be monitored by regular on-site inspections undertaken by our play area team
Direct feedback will be obtained from the families of children with disabilities with whom we have contact in relation to ongoing play activities in Monmouth
2 year appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

The budget cost for construction of the play area, as set out in the report is £102,196. There will be additional costs for the consents required and further legal costs may be incurred, depending on which site is chosen for the play area.
Costs will be measured against the capital budget provision available.



Name of the Officer: Mike Moran Phone no: 07894 573834 E-mail: mikemoran@monmouthshire.gov.uk	Decision on location of Chippenham Mead Play Area Monmouth Decision on allocation of additional funding from S106 balances
Name of Service: Enterprise	Date completed: 1st June 2018

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


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





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Positive - the project will be funded from S106 balances provided by developers of residential housing in Monmouth, so there is no call on the Council's core capital budget. A skilled and experienced workforce will undertake the installation works	The staff that install the play area meet the installation standards/criteria of all the major play equipment manufacturers. The proposal is to work closely with local interested parties to create an exciting play area with accessible play equipment and a high play value
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Positive - the project will involve making the most of the natural features of the village green and the local environment	The Council will seek to use natural materials in the detailed design and layout whilst ensuring that adequate safety measures are built in to the finished play area.

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 - this proposal involves improving peoples' physical and mental well being. The rights of children to play are enshrined in legislation – these are acknowledged and the benefits of children's play are supported by the Council. The play area forms part of the historic village green which provides excellent opportunities for play and recreation for all residents of the town and the outlying communities that use Monmouth as a focal point for many family orientated activities.</p>	<p>No landscape alterations are necessary to mitigate issues caused by proximity to the A449 dual carriageway.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The proposal will contribute to the safety and cohesiveness of the local community in which it is located. The development of the play area on the village green maintains connectivity to that part of the town which the play area is intended to serve and is well connected to the larger part of the village green already used as one of the main recreation areas in the town.</p>	<p>An issue has been identified that does need further consideration, namely the safety of pedestrians accessing the village green from Chippenhamgate Street. There is potential pedestrian/vehicle conflict, due to there being no pavement for the greater part of its length. Whilst this is outside the scope of this report and is not achievable from the funding currently available, this matter does need to be examined to see if there is a solution available to improve pedestrian safety.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Neutral</p>	<p>The Council has been monitoring air quality in the vicinity of the site on a continuous basis over the last three years – the results are reported annually to the Welsh Government and they are published on the Council's</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		website. We will continue to monitor air quality in this area following completion of the project.
<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>	There are no specific proposals in this report to promote and protect the Welsh language but the play area improvements will encourage more people to participate in outdoor recreational activities.	Encourage the use of the Welsh language in on-site signage – a bilingual noticeboard would promote the Welsh language and encourage Welsh language speakers to use the site.
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	The improvements to and relocation of the play area will encourage improved access for and participation by disabled people and people with other support needs – also by all sections of the community regardless of their withbackground or ability	Consultation with the families of local disabled children and known local play participants at the detailed design stage of the project will ensure full DDA compliance and provide participation opportunities for people of all ages, abilities and backgrounds.

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>Balancing short term need with long term and planning for the future</p>	Funding is in place to ensure that the play area proposals can be achieved. The sustainability of the project has been assessed and officers are confident that a play area in this location will be sustainable in the longer term.	Additional funding is proposed from existing S106 balances to cover the costs of relocation and the cost of the works proposed. Although it is not the subject of this report, it is also proposed to rationalise the number of play areas in the town to ensure that there is a sustainable maintenance budget for the play areas that remain

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The project involves working closely with other parties to deliver a more exciting play offer and to ensure better access for children with disabilities and support needs.</p>	<p>The existing site consists of outdated equipment with very little play value – the proposal is to work with local interested parties to provide a range of modern and exciting equipment with much greater play value.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The views of Cabinet members, the local County and Town Council members and the wider public have been sought. Consultation has also taken place with external organisations such as Natural Resources Wales, Monmouth Civic Society, Monmouth Archaeology and the Open Spaces Society</p>	<p>This report is seeking a decision on the preferred location for the play area on the village green. Once that decision is made then further engagement with local interested parties will be undertaken on design and layout issues.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The project involves the enhancement of facilities, as per the intention of the Section 106 Agreement from where the funding has arisen. Problem prevention is not the basis upon which the funding has been given but investing in the improvement of existing facilities will help to prevent problems occurring.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The project will have a positive impact on the health & well being of people living in the area of benefit stipulated in the Section 106 Agreements.</p> <p>In particular children of primary school age will benefit from improved fixed play provision on the playground.</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	No employment/training issues identified The recommendation will benefit children/young people and their families living in the local community.		Continue to consider the needs of people with protected characteristics when formulating proposals, including young people and their families who will benefit directly and older people who could be adversely affected by alternative proposals
Disability	The improvements proposed to the play area will be designed to be accessible to people with disabilities/mobility issues		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Pregnancy or maternity	The site will be designed for ease of access for pushchairs and wheelchairs		
Race	Neutral		
Religion or Belief	Neutral		

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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?
Sex	The project that is the subject of this report is of equal benefit to both males and females		
Sexual Orientation	Neutral		
Welsh Language	Neutral	Although the recommendation is considered to be neutral it does nothing specifically to promote the use of the Welsh language	It may be possible in the future to encourage applications that actively promote the Welsh language

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

	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 to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Positive: the proposal is to increase the visibility of children using the play area by choosing a prominent location on the village green.		
Corporate Parenting	Looked after children will also benefit from the improvements referred to in the safeguarding section above		

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

- Local population figures taken from the 2011 Census data, updated
- Information submitted by local interested parties and by Monmouth Town Council
- Information submitted directly by a number of organisations and by local people both in support of and against relocation.
- Air quality measurements taken on site by the Council on an annual basis over the last three years
- Noise readings taken on site during March 2018
- Advice received from Legal Section regarding village green status and the village green scheme of regulation

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?

Positive Impacts

- The proposal complies with the statutory tests relating to Section 106 funding
- The scheme will have a positive impact upon the health and well being of local residents
- Some people with protected characteristics will benefit from the play area refurbishment project

Negative Impacts

- It is difficult to demonstrate that the project will have a meaningful benefit for promoting the Welsh language

The above impacts have not materially changed the recommendations contained in the report.

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

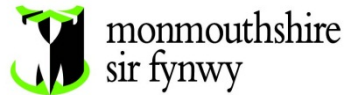
What are you going to do	When are you going to do it?	Who is responsible	Progress
Work with others to create an innovative design for the play area	Following the decision of Cabinet	Mike Moran, Community Infrastructure Coordinator	To be reported

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:	July 2020 – to be reported to the Section 106 Working Group
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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	S106 application received	February 2014	
2	Funding awarded by Cabinet	June 2014	S106 Panel considered sustainability issues
3	Consultation period	Feb – Dec 2016	Wide range of opinions and advice received
4	Options considered by Monmouth Town Council	16 th January 2017	Decided in favour of refurbishment of play area in existing location
5	MCC Cabinet Meeting	1 st February 2017	Decision sought on location of play area – report deferred
6	Report drafted for consideration by Cabinet	10 th January 2018	Report deferred to February Cabinet to allow further consultation
7	Extended consultation period	24 th Dec 2017 – 18 th Jan 2018	
8	Options considered by Monmouth Town Council	15 th January 2018	
9	Report amended following extended consultation	19 th January 2018	
10	MCC Cabinet Meeting	7 th February 2018	Decision sought on location of play area – report deferred pending site meeting and noise readings
11	MCC Cabinet Meeting	18 th July 2018	Decision sought on location of play area



SUBJECT:	ABERGAVENNY BOROUGH THEATRE
MEETING:	CABINET
DATE:	25TH JULY 2018
DIVISION/WARDS AFFECTED:	ALL

NON-PUBLICATION

1. PURPOSE:

- 1.0 To present an update and forward plan for Abergavenny Borough Theatre following the Cabinet decision to accept the surrender of the lease, bringing the Management Agreement to an end, and returning ownership and control to the Authority.

2. RECOMMENDATIONS:

- 2.1 That Cabinet considers the situation analysis and options appraisal and approves the proposal to recruit a fixed term, full time Theatre Manager, with supporting Front of House Supervisors, be resourced from within the approved Medium Term Financial Plan, in order to put the Theatre on a on a more stable footing and determine the medium/longer term future for the Theatre.
- 2.2 That Cabinet approves the development of a formal Charter or Concordat with Acting for the Borough (A4B), the former Borough Theatre Management Committee.

3. KEY ISSUES:

- 3.1 In February 2018, [Cabinet](#) approved and accepted the surrender of the lease between the Council and the Borough Theatre Trust. In so doing, the Management Agreement entered into by both parties ceased and Abergavenny Borough Theatre returned to the ownership and control of the Council. The Borough Theatre Trust were in full agreement with the actions taken and agreed to cease to operate and to de-register themselves on conclusion of the hand-over. The Council also agreed to undertake a TUPE transfer of the six existing Theatre employees, and to meet any severance costs of the individuals if a viable, ongoing model for the Theatre could not be found.
- 3.2 In making the decision, the Authority agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre.

4. SITUATION ANALYSIS AND OPTIONS APPRAISAL

- 4.1 Since returning to the Authority, the Head of Enterprise and Community Development has provided leadership support to the Theatre and the Authority's Event's team have provided management and administrative support whilst considering the future viability of the operation. The Events team have already had a positive impact and are continuing to build trust with the Theatre team whilst also bringing in income generating opportunities, having recently secured a notable comedic act.

- 4.2 The Theatre has also been moved onto the Authority's systems, aligning them with the Authority's policies and procedures, thus addressing concerns raised regarding processes and policy during an Authority Internal Audit carried out in January 2017.
- 4.3 A full review of operations at the Theatre is still underway however the SWOT analysis in Table One below offers a situation analysis of findings to date:

Table One: SWOT Analysis of Abergavenny Borough Theatre

Strengths	Weaknesses
<ul style="list-style-type: none"> • Long established and high profile Theatre venue; • Located in an Iconic Grade I Listed building; • Well established and loyal audience; • Committed and knowledgeable staff team; • Strong, skilled and committed volunteer base; • Patronised by an energetic local amateur dramatic arts sector; • Long established support and fundraising group, A4B; • A varied and established programme of events. 	<ul style="list-style-type: none"> • Overall state of the building. The current offer is tired i.e. building and physical layout with limited accessibility, leading to reduced income generation opportunities; • Poor state of customer facilities (toilets/bar/seating/carpets/etc.); • Lack of a full time manager and team leader to take the Theatre forward; • Staff team are disjointed due to differing work locations leading to communication failures and are also frustrated due to management changes over the last few years; • Limited digital marketing activity leading to increased traditional marketing costs i.e. direct mailing of hard copy brochures; • Due to the nature of the industry, grant support funding will always be required.
Opportunities	Threats
<ul style="list-style-type: none"> • MCC's capital improvement plans for the Town Hall/Market "The HUB" to include improved visitor accessibility; • Staff restructure to include appointment of new Theatre Manager; • Revitalised Patrons Scheme; • Corporate sponsorship and public sector funding opportunities e.g. Arts Council for Wales (ACW), CADW; • Income generation via hire agreements; • Annual funding from ACW for delivery of Professional Arts Programme; • Grant funding via ACW for replacement sound and lighting equipment and theatre refurbishment to improve customer comfort and access; • Potential ACW funding for business planning and audience development work; • ACW's Creative Schools educational funding. 	<ul style="list-style-type: none"> • Reducing public sector funding budgets; • Anticipated period of closure during 19/20 whilst capital improvement works are being undertaken resulting in lost income; • Growing competition from theatre and arts venues in the town and wider environs e.g. Monmouth, Newport, Cardiff • Inability to recruit a credible, vibrant, enthusiastic and energetic Theatre Manager.

- 4.4 Although the Theatre has only been back under the Authority's control for a short number of months some major steps forward have been undertaken with regard to the future direction of the operation.
- 4.5 To date conversations with the Arts Council for Wales (ACW) have been positive and a funding bid for £14k has been approved to replace antiquated lighting and sound equipment which is being supported by 20% match funding from the Theatre's Support Group Acting for the Borough (A4B). This is a really positive step forward as the new equipment will not only put the Theatre on par with the industry minimum standards. I.e. moving from an analogue system to a digital desk, but it will also reduce the need to procure this equipment for shows consequently reducing costs and improving income generation opportunities.
- 4.6 Further ACW support is also being investigated with regard to business planning, audience development and capital refurbishment to include replacement of the Theatre's seating which is well past it's sell by date.
- 4.7 Therefore at this stage, the conclusions that are being drawn are not those which state that the job is done and the Theatre is home and dry. However, having taken advice from finance colleagues, their analysis indicates that the transfer has been positive with staff retrained in Authority policies and procedures. They will be undertaking significant work in the coming months to ensure the function remains financially viable and they are currently predicting break-even for Month 2 performance against a budget of £114,000 (the Authority's current subsidy) and will have a better understanding in Month 7. It is therefore clear that to review all operations of the Theatre within a six month period is not possible and further time is required in order to bring a more detailed options appraisal forward to Cabinet detailing the medium/longer term future of the Theatre.
- 4.8 Finance colleagues are however fairly confident that, if income is similar to previous years, there will be enough in the budget to bring it in on budget, their reasons being:
- The tighter procurement controls being put in place which will drive efficiencies;
 - The change in staffing structure and rotas should improve productivity and reduce overtime costs;
 - The direct link with the events team will be instrumental in increasing footfall and therefore increasing turnover;
 - The direct link with the Communications and Engagement team will improve publicity and marketing thus increasing turnover;
 - The work being done on creating a "financial viability" template should ensure that the Theatre is not taking on shows that will make a loss;
 - The fact that Support services fall below the line means that the direct Borough Theatre budget will no longer pay for support services such as finance, legal support, HR, etc.
- 4.9 The immediate financial future of the Theatre has therefore been secured which leads the team to determine that the Theatre is out of immediate danger and steps are required to put the Theatre on a more sustainable footing in order to determine the medium term future for the Theatre. The analysis has also determined that in order for the Theatre to have any form of stability, a core staffing base can be resourced to enable recruitment to the key post of a fixed term, full time Theatre Manager at Grade I 37-41 with supporting Front of House Supervisors at Grade F SCP 25-29. A comparison of the two team

structures is detailed in table one below, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support:

Table One: Current and Proposed Staffing Structure

Current Council Structure					Proposed Council Structure				
Post Description	Band	Grade	FTE	Total Salary, NI and Superann	Post Description	Band	Grade	FTE	Total Salary, NI and Superann
Theatre Manager (Vacant)	I	37-41	1.00		Theatre Manager (Vacant)	I	37-41	1.00	
Theatre Technical Manager	G	29-33	1.00		Theatre Technical Manager	G	29-33	1.00	
Front of House Manager/Box office Manager	E	21-25	0.31		Sessional front of house	F	25-29	0.50	
Marketing Manager	G	29-33	0.49		Marketing Manager	G	29-33	0.49	
Stage Technician	D	17-21	1.00		Stage Technician	D	17-21	1.00	
Box Office Assistant	B	9-13	0.31		Box Office Assistant	E	21-25	0.31	
Box Office Assistant	B	9-13	0.31		Box Office Assistant	B	9-13	0.31	
					Box Office Assistant	B	9-13	0.31	
			4.41	149,952				4.91	164,523
					Increase in Staff Cost				14,571
					Funded By :-				
					Reduction in Overtime				-5,000
					Reduction in Sessional Worker Costs				-10,000
							(Surplus)/Deficit		-429

4.10 The attraction of future funding is largely dependent upon an energetic Theatre Manager being in place to lead the existing team, develop a vibrant programme and produce a sustainable business plan that will equip the theatre for future growth. Although there is an existing business plan in place it was produced by the Borough Theatre Trust and clearly much has changed. It is therefore recommended that in order to move the Theatre forward, the post of the full time Theatre Manager is reinstated and recruitment is commenced to enable the Authority to maximise every opportunity to put this much loved community asset on a more sustainable footing. It is also recommended that the post is fixed for two years in order to establish a time threshold to determine viability.

4.11 As partnerships and relationships at the Theatre have also been tested during the period of instability, it is also recommended that a formal charter or concordat is developed with A4B

the former Borough Theatre Management Committee. The aims of A4B, made up of representatives of each of the five theatre ‘user societies’, are to: support the continuing development of the Theatre; provide a forum for discussion; act as a link between the community sector and the Theatre’s management; raise funds to support the continuing development of the Theatre and support and encourage performing arts in Abergavenny. The purpose of the charter therefore will be to clarify how the future relationship will operate, identifying and agreeing rights and responsibilities on both sides to best advantage for the Borough Theatre. An Options Analysis of these proposals is detailed in Table Two below:

Table Two: Options Analysis

Option	Benefits	Risks	Comments
<ul style="list-style-type: none"> • Do nothing 	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Potential loss of external funding opportunities; • Increased staff frustration and limited leadership time due to competing priorities of interim lead team; • Continued instability leading to loss of income; • Reduced chance of success 	<ul style="list-style-type: none"> • As an Authority we have made a commitment to identify opportunities to put the theatre on a sustainable footing. The lack of a full time Theatre Manager puts this commitment in jeopardy; • Whilst a Charter is not in a place, roles and responsibilities are unclear, leading to misunderstandings and miscommunication.
<ul style="list-style-type: none"> • Recruitment of the core staffing base; • Charter with A4B 	<ul style="list-style-type: none"> • Expertise, energy and enthusiasm leading to renewed vigour and a stronger sense of purpose for the Theatre; • A stronger, more cohesive team; 	<ul style="list-style-type: none"> • Longer term financial position may be less positive resulting in contract ending after three years; • Inability to recruit the right person leading to further staff frustration; • Lack of buy-in from staff team and A4B; 	<ul style="list-style-type: none"> • As an Authority we have demonstrated our commitment to testing the Theatre’s sustainability; • In line with the Well Being of Future Generations Act we have

	<ul style="list-style-type: none"> Increased partnership working and co-delivery of projects. 	<ul style="list-style-type: none"> Charter may prove impossible to develop due to discord between partners. 	<p>demonstrated our commitment to supporting culture in our community;</p> <ul style="list-style-type: none"> As an Authority we have demonstrated our commitment to working in partnership.
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5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix A for future evaluation of whether the decision has been successfully implemented. A progress report will come back to this committee in six months' time following the Month 7 review of finances.

6. REASONS:

- 6.1 This report sets out the Authority's interim findings and options appraisal in relation to the review of the Theatre's operations following the return of the Theatre back into its ownership. Given the evolving nature of the return to the Authority's wider operational structure, the report's recommendations will give the Theatre the best chance of success whilst the assessments are on-going, subsequently a further report will be presented in six months' time following the Month 7 financial appraisal.
- 6.2 Whilst the initial decision from Cabinet agreed to review all operations of Abergavenny Borough Theatre over a six month period and to bring forward an options appraisal for the medium term future of the Theatre, it is now clear that six months is not long enough. It is therefore requested that the financial analysis remains on-going basis with six monthly reports being presented to Committee for analysis.
- 6.3 The location of the Theatre within the Town Hall also provides the Authority with the opportunity to maximise its future success in a wider context and capitalise on any benefits that the proposed refurbishment of the Town Hall might be able to create in terms of improved accessibility, increased footfall and improved energy efficiencies.

7. RESOURCE IMPLICATIONS:

- 7.1 Internal financial analysis indicates the transfer has been positive and the immediate financial future of the Theatre has been secured, leading the team to determine that a core staffing base can be resourced from within the approved Medium Term Financial Plan to enable recruitment to the key post of a fixed term, full time Theatre Manager with supporting Front of House Supervisors, any increase in base staff cost will be offset by a reduction in overtime and sessional/freelance support. Significant financial analysis will however be on-going to ensure the function remains financially viable.
- 7.2 In the event that a viable model for the future of the theatre cannot be determined, the council is accepting a severance cost liability attaching to all of the current theatre employees.

7.3 A further report and financial summary on the viability of the Theatre will be produced and presented to Committee in six months' time.

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

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

The return of the Borough Theatre back the Authority's management has provided "breathing space" for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature, continues to provide employment and growth opportunities for its skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services, contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

9. CONSULTEES:

Senior Leadership Team
Cabinet
Economy and Development Select
A4B

10. BACKGROUND PAPERS:

Evaluation Criteria (Appendix A)
Future Generations Evaluation (Appendix B)

11. AUTHOR:

Cath Fallon (Head of Enterprise and Community Development)

12. CONTACT DETAILS:

Tel: 07557 190969
E-mail: cathfallon@monmouthshire.gov.uk

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

Title of Report:	ABERGAVENNY BOROUGH THEATRE
Date decision was made:	25th July 2018
Report Author:	Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

A fixed term, full time Theatre Manager, with supporting Front of House Supervisors, are recruited to be resourced from within the approved Medium Term Financial Plan, in order to put the Theatre on a on a more stable footing and determine the medium/longer term future for the Theatre.
If approved, it will then be subject to a six month review.

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)

As this is a progress report it will be subject to a six month appraisal.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

There are currently no additional costs or proposed savings associated with this report's recommendations in fact it will assist in putting the Theatre on a more sustainable footing.

Any other comments



Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p>Name of the Officer Cath Fallon</p> <p>Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk</p>	<p>Abergavenny Borough Theatre – Progress Report</p>
<p>Name of Service: Enterprise</p>	<p>Date: Future Generations Evaluation 14th June 2017</p>

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





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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure a much valued local service and resources is maintained and continue to provide employment and volunteering opportunities.</p>	<p>To keep a local service open and extend more community focus and coordination – helping the future sustainability of this valued community asset.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		<p>Positive engagement and coordination with the community.</p> <p>Income generation and investment to be robustly interrogated to ensure sustainability, and ensures the business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow the very successful volunteering scheme.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue our close working partnership Arts Council for Wales to ensure our arts and cultural resource is supported.</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and performances to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.</p>	<p>Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The Borough Theatre is a central resource within Abergavenny and the Authority's on-going support will enhance its community engagement and connection with local priorities - this will lead to</p>	<p>To ensure the Borough Theatre has a structure which focuses on encouraging community cohesion as one of its social drivers.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	service offer improvements and continuing to understand what matters to our customers and partners.	We are currently undertaking a customer survey on, 'what matters', to ensure future offers are appropriate and meet customer demand.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Borough Theatre staff team will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Borough Theatre will take into account global and well-being issues as part of its day to day processes.
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	The Borough Theatre contributes greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.	One of the key drivers of the Borough Theatre is the promotion of arts, culture and heritage and its structure and key developments reflect this. We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The Borough Theatre provides services for all age ranges and delivers a diverse and comprehensive programme for local communities.	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 at the Theatre.

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>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Continuation of delivery of performance schedule plus additional bookings are being taking whilst the future viability of Borough theatre is being tested.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Borough Theatre has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated amateur dramatics groups.</p>	<p>The interim management period will establish scoping of opportunities to enable key objectives to be actioned.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; Cre Cymru; A4B and current audiences.</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 viability assessment process has been started and regular review points are taking place. Further detailed analysis will identify the future viability of the Borough Theatre.</p>	<p>Interim management and leadership has been provided from MCC in-house teams to work alongside the current staff employed at the theatre. This includes identifying key income and grant pipelines and how these can be developed in the future.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>During the interim management period, opportunities are being identified to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the Borough Theatre. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>One of the key drivers of the Borough Theatre will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</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?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The interim return of the Borough Theatre to MCC management will provide continued opportunities for all ages as it develops and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in the report findings and to establish the viable future operations of the Borough Theatre.
Disability	Any new re-design and development will be compliant with the Equalities Act.	N/A	With proposed refurbishment of the Community Hub and Market Hall, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above

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?
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to ensure they comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Borough Theatre staff will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

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	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. The Borough Theatre will complete a SAFE audit and ensure procedures in place in line with MCC procedures and a training database is maintained by the manager to reflect upskilling of staff within this area. We also link with key partners and amateur theatre groups to ensure they have nominated individuals to safeguard their users.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	N/A	We will ensure that the Borough Theatre has representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

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

The February 2018 Cabinet report proposing the return of Abergavenny Borough Theatre back to MCC management to enable a full review of the future sustainability and viability.

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 return of the Borough Theatre back to the Authority’s management has provided “breathing space” for the venue, enabling the continuation of service delivery whilst it is in review. It is anticipated that solutions will be identified which will develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the Theatre is unsustainable in the longer term, but if the Authority does nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature continues to provide employment and growth opportunities for a skilled workforce of both paid staff and volunteers. Continuing to incorporate the Theatre into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims.

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval of the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	Cath Fallon	

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:	February 2019.
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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	<i>Economy and Development Select</i>	<i>19th July 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

SUBJECT: NEXT STEPS – EVENTS AND SPECIAL PROJECTS

MEETING: CABINET

DATE: 25TH JULY 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To provide a progression report on Events further to the findings of an independent Events review; and to consider the options that will underpin a forward plan and future Events Strategy.

2. RECOMMENDATIONS:

2.1 To consider the options and forward plan for Events and to approve the recommendations to implement a 'Hybrid' approach which will put the Events and Special Projects team on a strategic and stable footing.

3 KEY ISSUES:

3.1 Following the findings of a number of internal audit reports and a *Limited Assurance* audit opinion, an independent evaluation was undertaken to review progress made towards the implementation of the internal audit recommendations. The purpose of the review was to:

- review the current "in house" team using the audit report as baseline data to analyse current procedural issues which pose risks to the Council;
- produce a detailed options analysis of alternative delivery options to include a hired facilities model, joint venture partnership delivery, etc. which will be specific in recommending new approaches to future event delivery;
- undertake local stakeholder consultations to gauge opinion regarding the staging of major events at Caldicot Castle;
- produce a detailed analysis of the option to divest from events to include the projected impact on tourism visitor numbers, the reduced potential for repeat visits, the potential for reduced visitor spend and the impact on the benefit of wider community engagement opportunities;
- inform a Forward Strategy document which contains a full appraisal of all available options; will be strong in strategic direction and guidance surrounding good governance; will enshrine due diligence and include guidance on how this can be operationalised, should the opportunity to divest prove too costly to consider.

3.2 The findings of the review concurred with the Audit report findings whilst also identifying the benefit of the events to the local economy:

- Events can be considered as part of the DNA of a rural economy like Monmouthshire's because they can create a lively and dynamic experience for residents and visitors. They can be key in promoting the area and all the wonderful

things people can enjoy whilst visiting it. For local residents, they have provided recreational opportunities that help to build strong and resilient communities through participation and involvement, as well as increasing economic and social benefits in the following ways:

- Events boost the local economy from increased visitor numbers and increased spending associated with events;
- Events act as a platform for providing positive local and national media about the area as well as increasing the county's profile locally and nationally;
- Events encourage economic growth opportunities by developing the local supply chain to respond to the need of major events;
- Events provide opportunities for the local community to get involved by volunteering to help develop skills and employment opportunities; and
- Events provide local entertainment for the community and additional recreational opportunities for residents across the county.

3.3 On top of these benefits the review recognised the general feel good factor. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy. After a major event, an area can be 'buzzing' for weeks about how great the events are for the region.

3.4 The review also stated that although it wasn't possible to measure all the financial benefits of the events at Caldicot Castle more robustly as no specific visitor surveys were carried out there for the events and the database of ticket buyers wasn't retained. However, the anecdotal information locally was positive and it was clear that there was good energy in the town - pubs and restaurants were full and local accommodation providers were fully booked well in advance.

3.5 The review considered that if the Council were going to continue bearing the risk of the events it puts on the site, more advice needed to be taken in terms of the quality control of the events taking place and their financial viability. All the stakeholders and officers interviewed demonstrated an appetite to continue doing large events at Caldicot Castle. That said, some of the feedback was that there should be a reasonable mix of larger and smaller type events. There were some tensions in terms of the restrictions placed on those wanting to use the site as a country park which needed to be considered going forward. The mix demonstrated in 2017 was good, but perhaps leaning too much towards the music side, and two concerts only might have been more appropriate.

3.6 Other general conclusions included:

- Many of the problems encountered by the Council in relation to the 2017 summer events in Caldicot Castle related to lack of experience and the ambitious programme which involved a large increase in scale and volume of events from previous years;
- Additionally the local audience for the events in the Castle is undoubtedly a strong one but with too many events there was not enough money in the local economy to support all the events. Emphasis needs to be placed on events that attract audiences from outside Monmouthshire i.e. increasing the current 9% figure of event visitors from outside the County.

3.7 Going forward the review recommended:

- A system of more robust checking of the key elements that failed (reporting of ticket sales, budget updates and supplier management and procurement,

effectively all the recommendations from the audit reports) be it through regular meetings or other systems of checks and balances and robust assistance of support services;

- Improved communication and engagement. A shared information system is therefore recommended which is updated and synced where all key people can refer to it. This would need to be checked on a regular basis to ensure all key documents are in place and up to date. This would involve agreeing the nature of the files to be kept in advance, aligned with an event timeline from the first day after the project is signed off;
- In terms of procuring suppliers a clear set of guidelines needs to be given to the team in terms of what they can and can't do. If those procedures are already in place then the system needs to be enforced with no suppliers being signed off unless they have been procured the correct way. This includes signoff to ensure staff being taken on and that they have been recruited properly in line with the Council's staff recruitment policy.

4 Options Appraisal

4.1 The independent reviewer, an established events promoter, has worked with a number of Local Authorities in Wales over the past 15 years and has experience of a number of different models. Most of the models suggested in the options appraisal below include elements of de-risking to provide comfort to the Council as it is understood that Council Members and staff will need reassurances if music events continue to happen:

- a) **Retain the current team and structure and continue to promote Caldicot Castle (and potentially, other) events in-house, taking all the financial risk but taking all lessons learnt into consideration and implementing all recommendations and findings including developing and training the team.** The events team can certainly coordinate a programme across the county and bring in suppliers to fill the gaps where those skills aren't present in the team for example a booking service for artists may need to be procured. The ideal would be to aim for one major weekend event in Caldicot Castle each year. Realistically, with robust programming, a weekend event should yield £75-£100,000 subject to ensuring all the additional income streams like parking, booking fee rebates, food and drink concessions are maximised.

If possible, trying to maintain momentum in 2018 possibly with one smaller concert inside the Castle walls towards the end of the summer, if a suitable artist can be found, although this is now a little late for 2018.

Pros and Cons: The Council is still taking the full financial risk however with lessons having been learnt the same mistakes being made again are unlikely therefore the risk is reduced. The team however has the opportunity to learn and develop further over the longer term.

- b) **Elect to only hire the Caldicot Castle site (and other potential venues) to reputable external promoters.** The reviewer understands that eminent event organisers and promoter companies have viewed the site with interest to promoting events there. Promote and market the site to the industry through adverts in the relevant industry journals and through word of mouth. Castles are always attractive places to put on summer shows, particularly one with a track record and a supportive Local Authority. The Council could consider a fixed fee in the region of £10,000 per show day for a larger concert with a commercial promoter like Little Mix (included is a pre - arranged rig and de

rig period) or depending on the size of the event a smaller guarantee versus £1.50-£2.00 per head fee plus possibly a cut of secondary income subject to negotiation. There are a number of different configurations that could be considered subject to the size and nature of the event. As a part of this there would be a requirement to market the site as an event space in key industry press requiring some marketing investment. It is important to bear in mind with this option however that some opportunities may be specific to certain promoters and therefore a traditional tender process may be difficult.

Pros and Cons: The risk to the Council is completely eradicated and the income for the event is guaranteed when an event is confirmed. The site however will need to be marketed to the industry and financially any income would be dependent on how many bookings were taken. In addition, the Council could lose some of the control of the site which may lead to a reputational risk.

- c) **Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event (depending on what the promoters can come up with), whereby the Council continues to take the risk and the promoter is paid a management fee.** All ticket incomes are retained by the Council. In this scenario the promoter would work alongside the house events team and take a management fee which would be negotiated with the council. This would usually be calculated using a percentage of the potential gross income and the total costs of staging the event.

Pros and Cons: The event risk is reduced with an external team in place delivering the event for the Council. There would be opportunities for the Council events team to learn working alongside an external team however the Council will lose some of the control of the site which may lead to a reputational risk.

- d) **Partially fund or sponsor an event for an established and experienced promoter (again through procurement) to deliver a concert but the risk lies entirely with the promoter.** For example £75,000 per annum over three years but the Council gets branding, hospitality and perceived ownership opportunities as well as other benefits which can be negotiated.

Pros and Cons: The benefits of this model are again a reduced risk to the Council but a guaranteed event on the site for the period of the contract and again developmental opportunities for the Council events team to work alongside experienced, professional promoters. Loss of Council control and reputational risk will remain a factor.

- e) **Work in partnership with a reputable promoter on a joint venture basis where the risk is shared equally.** The promoter could be recruited via competitive tender and through advertising in trade journals.

Pros and Cons: The advantages are straightforward here; any risk on a major event on the Caldicot Castle site is halved with developmental opportunities again for the Council team.

- f) **An additional option not contained within the independent review but for consideration is to look beyond Council owned event sites and consider partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show).**

Pros and Cons: This provides an opportunity to market the considerable event production expertise of the events team and provide an income stream whilst minimising the risk to the Council. However any profits will need to be shared with site owners.

- g) **An additional option of a Hybrid and combination of some of the above** i.e. the Council events team will take a proactive and strategic approach, coordinating the events programme within working with partners on major events either via direct procurement or on a joint venture basis. In addition, the events team will coordinate corporate events and provide support for community events, whilst also taking an active role in the management of Abergavenny Borough Theatre, providing much needed expertise and support whilst identifying additional income generation opportunities.
- h) **Pros and Cons:** The Council has an ability to implement its “financial viability” template ensuring that each commercial opportunity can be assessed as to whether or not it will make a profit or a loss thus reducing the overall financial risk whilst considering the wider economic and community benefits for the county and the Council. It also offers a more flexible approach and an ability to be proactive.

In summary the options detailed in Table One are as follows:

Table One: Events Option Appraisal

Option	Pros	Cons
Retain team and promote and deliver in house	<ul style="list-style-type: none"> • Lessons have been learned so previous mistakes are unlikely; • Risk will be reduced; • Team can learn and develop further over time; • Community and economic benefits can be maximised. 	<ul style="list-style-type: none"> • Council is still taking the full financial risk
Hire the Caldicot Castle site (and other potential venues) to reputable external promoters.	<ul style="list-style-type: none"> • Risk to the Council is completely eradicated; • Income is guaranteed when an event is confirmed. 	<ul style="list-style-type: none"> • B2B Marketing costs; • Income will be dependent upon bookings taken; • Council could lose control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event	<ul style="list-style-type: none"> • Event risk is reduced as external team deliver event for the Council; • Developmental opportunities for the Council events team to learn working alongside an external team. 	<ul style="list-style-type: none"> • Council continues to take the risk; • Council pays promoter a management fee; • Council still pays the events team with limited opportunity for income generation; • Council loses control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
Through procurement, partially fund or sponsor an event for an established and experienced promoter to deliver a concert but the	<ul style="list-style-type: none"> • Financial risk lies with the promoter; • Minimal financial risk to the Council; 	<ul style="list-style-type: none"> • Multiple procurements will be necessary to maintain a steady income which will be resource heavy;

<p>risk lies entirely with the promoter</p>	<ul style="list-style-type: none"> • Guaranteed event and income for the Council for the period of the contract; • Developmental opportunities for the Council events team to work alongside external team. 	<ul style="list-style-type: none"> • Council still pays the events team with limited opportunity for income generation; • Council loses control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
<p>Work in partnership with reputable promoter on a joint venture basis where the risk is shared equally. Procurement exercise required.</p>	<ul style="list-style-type: none"> • Risk is halved; • Guaranteed income for the Council for the period of the contract; • Developmental opportunities for the Council events team to work alongside experienced, promoters; • Community and economic benefits can be maximised. 	<ul style="list-style-type: none"> • Council still pays the events team with reduced opportunity for income generation; • Council loses control of the site leading to potential for reputational risk.
<p>Look beyond Council owned event sites and consider partnering with other landowners</p>	<ul style="list-style-type: none"> • Risk to Council is reduced; • Income sharing opportunities; • Developmental opportunities for the Council events team 	<ul style="list-style-type: none"> • Costs of sites and overhead costs will impact on profit margins;
<p>A Hybrid approach i.e. the Council events team will take a proactive approach, coordinating the events programme within the county, working with partners on major events either via direct procurement or on a joint venture basis.</p>	<ul style="list-style-type: none"> • In-house team is retained, benefiting from lessons learned, providing local knowledge and professional, strategic expertise; coordinating corporate events; providing support for community events and providing additional stability and income generation opportunities for Abergavenny Borough Theatre; • “Financial viability” template implemented ensuring the viability of each commercial opportunity is assessed to ensure maximum income generation and reduce the overall financial risk to the Council; • Council retains control; • Wider economic and community benefits for the county and the Council are maximised; • Flexible approach with an ability to be proactive. 	<ul style="list-style-type: none"> • Commitment from Council for staging major events in order to generate income levels required to support the team; • Reserve and base budget funding required.

- 4.2 Having considered the options in Table One and also taking into the account the recent decision by the Council to bring the Borough Theatre back into Council operations, the Hybrid option, approximating (f) above, offers the best way forward for which further detail is included in Appendix A.
- 4.3 The Hybrid option will provide us with the following benefits:
- The creation of income generating event opportunities for the Council, generating income and increasing numbers to council owned visitor attractions;
 - The facilitation of the development and maximisation of opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
 - Assistance with and coordination of a county wide events programme and offer to all Council and Alternative Delivery Model venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
 - A development lead for the Abergavenny Borough Theatre providing operational, event production, marketing and digital development advice;
 - Partnership working with reputable promoters on a joint venture basis to produce events at council owned sites;
 - Professional support for community projects and groups to achieve their ambitions and to extend the Council's involvement and support to local ventures;
 - Partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
 - Working with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
 - Provision of planning and delivery support for special projects e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
 - Working in line with Cardiff Capital Region city deal priorities – Culture and creative industries;
 - Maintaining an understanding of Welsh Government Cultural plans and the national and UK event calendars.
- 4.4 In addition the Hybrid option also gives the team the opportunity to work with the Council's strategic tourism function to ensure that events align with the county's Destination Management Plan and aims which are:
- To grow tourism revenue to the county;
 - By 10% in real terms value (from 2015 base);
 - Across the year;
 - Across all parts of the County;
 - Based on high quality visitor experiences
- 4.5 A coordinated and strategic events programme will therefore enable the events team to contribute towards more specific and relevant objectives namely:
- To consolidate Food Capital of Wales status for Monmouthshire
 - To maximise the tourism benefits of the cultural offer as well as countryside and heritage
 - To develop a seasonal programmes of events which support the County's key product offers – Food, Heritage, Arts + Culture, Walking and Cycling

- To ensure that Monmouthshire on and off-line content is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - 'Monmouthshire' = high quality

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix B for future evaluation of whether the decision has been successfully implemented. In addition a monitoring and evaluation framework for the Hybrid option is included in Appendix A along with a draft risk and viability assessment template as suggested by the Economy and Development Select Committee. Six monthly progress reports will be presented to Economy and Development to evaluate progress and outcomes.

6. REASONS

- 6.1 It is clear that the many lessons have been learned from the 2017 Events programme and Council can be assured that measures are now in place to avoid any repeat of this going forward. The review demonstrates that the Council still has an appetite for events as events are part of the DNA of a rural economy like Monmouthshire, creating a lively and dynamic experience for residents and visitors. Events are key in promoting the area and all the wonderful things people can enjoy whilst visiting whilst local residents benefit from the recreational opportunities that help to build strong and resilient communities. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy and wider region.
- 6.2 The proposed Forward Plan details that an annual base budget of £32,000 is required in order to put the team on a strategic and sustainable footing enabling them to maximise the income generation pipeline and the Council's assets, this will in turn provide much needed events coordination and production service for the Council, expertise for the Abergavenny Borough Theatre and the wider community.

7. RESOURCE IMPLICATIONS

- 7.1 The Events and Special Projects team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given the previous lessons learned and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision.

Table One: Events Costs and Funding Breakdown over a three year period

	Outturn	Yr1	Yr2	Yr3
	18-19	19-20	20-21	21-22
	£000	£000	£000	£000
Budget	-18	33	34	35
Expenditure				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
Total Exp	90	105	110	114
Income				
Staff Recharge - MonLife	-9	-12	-12	-12
Staff Recharge - Borough Theatre	-33	-25	-20	-15
Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
Total Income	-58	-72	-76	-79
Net Outturn	32	33	34	35
(Under)/Overspend	50	0	0	0

Funding	Outturn 18-19 £000	Yr1 19-20 £000	Yr2 20-21 £000	Yr3 21-22 £000	Budget Virement	TOTAL Funding
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
Total	50	0	0	0	50	50

Notes:

- 18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.
- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

* The manpower figures assume that staff will start at bottom of grade.

* Costs of performers and artists are not included so income is assumed as profit only.

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

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

The review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being, generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost. Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

9. CONSULTEES

Audit Committee

Senior Leadership Team

Economy and Development Select Committee

BACKGROUND PAPERS

Appendix A: Events and Special Projects Forward Plan

Appendix B: Evaluation Assessment

Appendix C: Equality Impacts Assessment

10. AUTHOR:

Cath Fallon, Head of Enterprise and Community Development

11. CONTACT DETAILS:

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Appendix A: Proposed re-purposed Events and Special Projects Team Overview

1. Purpose of the Team:

- To create event opportunities for MCC, generating income and increasing numbers to council owned visitor attractions;
- To facilitate the development and maximise the opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
- To assist with and coordinate a strategic county wide events programme and offer to all Council venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
- To work with the Borough Theatre in Abergavenny as a development lead, providing operational, event production, marketing and digital development advice;
- Where the opportunity arises, to work in partnership with reputable promoters on a joint venture basis to produce events at council owned sites;
- To work with community projects and groups to achieve their ambitions and to extend MCC's involvement and support to local ventures;
- To look beyond Council owned event sites and consider partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
- To work with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
- To provide special projects planning and delivery support e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
- To work in line with Cardiff Capital region city deal priorities – Culture and creative industries;
- Maintain an understanding of Welsh Government Cultural plans and the national and UK event calendars.

2. Income Generation Opportunities:

- To continue to develop external work opportunities and income generation potential – income total for 17/18 £9,435 which has offset the surplus budget (as detailed in Appendix 1);
- To provide support to existing functions and venues within the county regarding event planning, budgeting, scoping, delivery and evaluation;
- To provide advisor support for new builds, development of towns and strategic planning;
- To provide trained personnel for additional requirements e.g. specific licences, plant tickets, Health and Safety;

3. Cost Implications:

The team will consist of the following:

- F/T Project and Events Manager (Grade I);
- F/T Events Producer (Grade H);
- P/T Events Administrator (Grade E) to work alongside the team and the Abergavenny Borough Theatre Team.

The annual cost of the team for 18/19 is £88k.

The original events team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given previous lessons learned; the proposed re-purposing of the team in terms of its provision and advice to the Council and the wider, local community and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision as detailed in Table One below:

Table One: Events Costs and Funding Breakdown

	Outturn	Yr1	Yr2	Yr3
	18-19	19-20	20-21	21-22
	£000	£000	£000	£000
Budget	-18	33	34	35
Expenditure				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
Total Exp	90	105	110	114
Income				
Staff Recharge - MonLife	-9	-12	-12	-12
Staff Recharge - Borough Theatre	-33	-25	-20	-15
Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
Total Income	-58	-72	-76	-79
Net Outturn	32	33	34	35
(Under)/Overspend	50	0	0	0

Funding	Outturn 18-19 £000	Yr1 19-20 £000	Yr2 20-21 £000	Yr3 21-22 £000	Budget Virement	TOTAL Funding
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
Total	50	0	0	0	50	50

18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.

- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

* The manpower figures assume that staff will start at bottom of grade.

* Costs of performers and artists are not included so income is assumed as profit only.

The team have already proved their ability to generate income as detailed in (Appendix 1). It is also anticipated that following the decision to move Tourism, Leisure and Culture services into an Alternative Delivery Model, Mon Life, that costs will be supported via a regular income stream from Mon Life given that a significant number of services will be provided by the team in their support of events at Mon Life managed sites. The team will also provide added value to Mon Life by working with existing functions such as Caldicot and Abergavenny Castles to create and plan their own season of events. Examples of income generating and support opportunities are detailed in Table Two below:

Table Two: Income Generating Opportunities

Event Type	Examples
Commercial Events – one in 1st year, building up throughout years 2 and 3	
Large Scale Music Events	Musical Events at Caldicot Castle from a tribute size to someone like Status Quo
County Site Hires	Caldicot Castle, County Parks, Green Spaces, other sites and venues
Smaller one off events	Comedy nights, themed events, food and drink, tourism focussed
Community Events – regular focus across three years, community led	
Town and Community Events	For example, cinema evenings, Christmas light switch on for town and community councils, etc.
Ice Rink Abergavenny	Proposed ice rink and Christmas market offer – 3 year growth plan
Outdoor cinema events	Town and community groups
One off community events	Fayres, shows, celebrations, national events to include provision of advice and support
Fireworks at Caldicot Castle	As detailed in appendix one
External Commercial Opportunities – continuous throughout three year period	
Equipment Hire	External hire of catalogue – staging, sound, lighting, transport
Contracts	Projects for external clients –production and event management
Staff Hire	Stage Managers, technicians, crews, drivers, etc.
Other	Advisory roles, specialised staff
Internal Opportunities – continuous throughout three year period	
Abergavenny Borough Theatre	Providing strategic management, production and administrative support
Market Hall	Assisting the growth of events at the venue, strategic planning and delivery
MonLife (ADM)	Running events on behalf of MonLife e.g. Caldicot Castle
Comms and Marketing	Corporate events such as celebrations, awards, engagement events, well-being events, etc.
Special Projects	Velothon, National Eisteddfod, Usk Show, Historical events and enactments, etc.

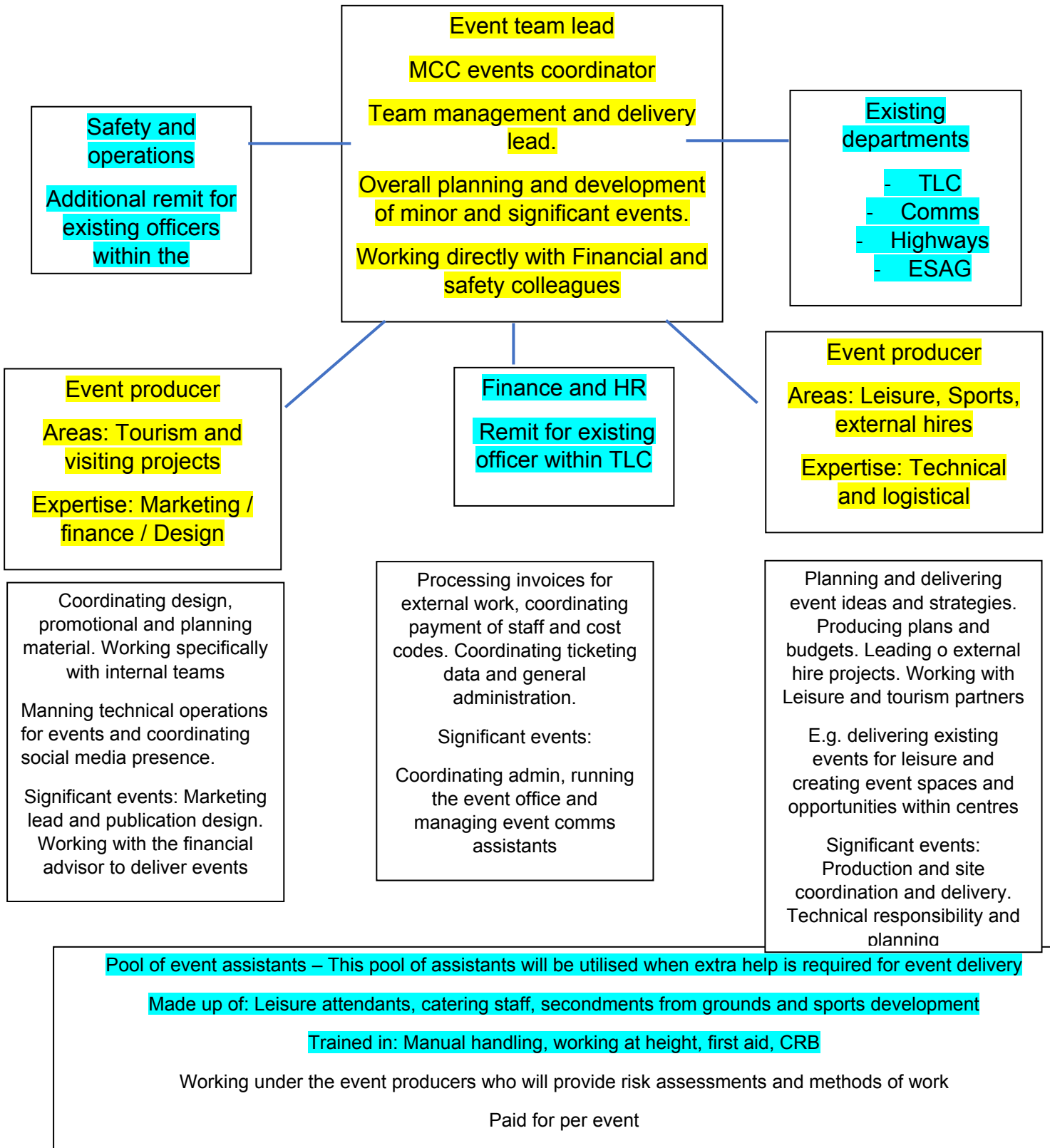
4. Added Value Opportunities

Interaction with other Council teams:

This re-purposed events team provides an opportunity to pool resources and achieve better things as detailed in the diagram that follows:

Yellow highlight – New events team position

Structure



5. Immediate delivery partnering opportunities include:

- The Shire Hall;
- Caldicot Castle;
- The Borough Theatre;
- Abergavenny Market Hall;
- Abergavenny Castle;
- Chepstow Leisure Centre;
- Caldicot Leisure Centre;
- Monmouth Leisure Centre;
- Abergavenny Leisure Centre;
- Schools across the county; and
- Town and Community Councils across the county

6. Opportunities for support include:

- Helping each of these different areas to improve their delivery, increase their impact and generate more income;
- Developing venues and building – Physically with additional equipment and infrastructure but also administratively with programming and planning protocol etc.;
- Teaching event management skills and protocols enabling staff to better plan and deliver successful events;
- Visiting schools and community groups, assisting with event and planning needs. Delivering events with them to ensure that local communities have vibrant and healthy programmes;
- Working with officers to find the gaps in their delivery, helping top up the shortfall with staff when necessary and create a structure for each individual venues event portfolio;
- Develop and maintain the events ‘Tool Kit’ – make it widely available internally and externally;
- Scoping events on behalf of these venues, seeing what is achievable;
- Drawing up venue specifications, documents and terms for each venue to have at hand;
- Actively encourage and aid the publicity of our spaces and venues to external clientele.

7. Risk and Viability Assessment

In order to ascertain the risk and viability of each event an assessment will be undertaken, prior to each event taking place, to determine the potential outcomes and associated risks. The draft matrix in Appendix Two will enable a surface level assessment of how a proposed project or event will affect the Authority, its staff, its finances and the communities that the Authority serves.

8. Monitoring and Evaluation

The benefits that events and increased visitor numbers bring to the local economy are considerable resulting in increased visitor spending; boosts to the local supply chain and positive local and national media attention increasing the county’s national and international profile. Events also provide socio economic benefits such as recreational opportunities for residents and visitors alike, volunteering opportunities that help develop skills and employment chances and simply the feel good factor resulting from a lively and dynamic experience.

Capturing the benefits of events though can be more difficult to pin down and lessons learned from previous events demonstrate a need to address this going forward. A monitoring and evaluation framework will therefore be put in place to enable the team to robustly measure the financial benefits of events to the Council and to the County. The framework will align with the strategic requirements of Monmouthshire’s Destination Management Plan and will include the following:

8.1 Measurement of quantitative Event Performance Outputs

- Initial Financial Viability Analysis ;
- Sales figures – tickets, merchandise, catering, etc.;
- Visitor and participant statistics – attendance, profiles (exit surveys, tickets collected, etc.);
- Number and value of sponsors;
- Number of flyers, adverts, posters, press releases and PR, media utilised, etc.;
- Accidents, complaints, compliments, etc. reported;
- Number of volunteers recruited, number of volunteers hours.

8.2 Measurement of qualitative Event Performance Outputs

- Post event visitor attendance surveys to include questions regarding length of stay; type of accommodation used; propensity for return visit; personal recommendation; stays and visits to other attractions in Monmouthshire; changing perception of Monmouthshire; spend during visit; etc.
- Post event artists surveys to assess their experiences, e.g. quality of venue; quality of event management; overall experience; propensity to return; future recommendations; etc.;
- Post event local business surveys to assess local economic benefit in terms of increased customer numbers; increased turnover; raised marketing profile; etc.
- Post event volunteer survey to assess the wider socio economic benefits of event volunteering e.g. skills gained; networking contacts increased; confidence gained; improved sense of well-being;
- Post event de-briefing sessions will also be held with venues, staff and contractors to ensure any lessons learned are captured and best practice examples are opportunised.
- A programme of post event communications will also take place to maximise media opportunities and profile raising opportunities for the Council and the County.

Appendix 1:

Events department external hire and project management

Throughout 2016/17 the Events team undertook a number of external hires which generated income for the Council to offset the surplus budget and also enabled staff to increase industry networking opportunities. These external operations included anything from a dry hire of some of the team's staging units, to full production and technical management which included the provision of Stage Managers for one of the world's biggest music festivals.

Some examples of their work included:

Glastonbury festival:

Provision: Assistant Stage Manager for the Main stage – Stage crew for the West Holts Stage

Turnover: £1,872.00

Morgan Classic cars:

Provision: Full project management, production design, specification, budgeting and delivery for another event client. 3 staff, transport coordination and technical management.

Turnover: £16,980.00

South Wales Argus – Health and Care awards:

Provision – Technical management and delivery of lighting, staging and set elements.

Turnover: £1,200.00

Ticketmaster summit conference – London

Provision: Technical production manager on site delivery

Income generated: £350.00

UEFA champions' league final

Provision: Site manager – Real Madrid fan zone Cardiff

Turnover: £1,400.00

Totals

Overall this year the events team external hire services have generated the following:

Turn over: £32,489.83

Profit: £9,435.22

The Team's calendar is filling for 2018 with 12 jobs already confirmed and many more pencilled in.

This external hire opportunity not only gives the team a means of generating income, but also extends the reach of services into the community whilst generating experience gaining opportunities for the staff. The hire services therefore provide an opportunity to assist the team's income generation opportunities with a view to it becoming self-sustaining although this is clearly not their only remit.

Appendix 2

RISK AND VIABILITY ASSESSMENT FOR EVENTS AND PROJECTS

This draft document is designed to enable a surface level assessment of how a proposed project or event will affect the Council; its staff, its finances and the communities that the team serves. Varying elements will be explored to determine the potential outcomes, success or risks associated with a particular event of project.

A RISK MANAGEMENT APPROACH

The purpose of this approach is to anticipate, assess and manage risks pro-actively rather than deal with the consequences of actual occurrences. Therefore, key services will be consulted to ensure that both the Monmouthshire County Council Emergency Management Plan and the Business Continuity Strategy include arrangements to mitigate the impact and consequences of any risks likely to have a serious or major impact on service delivery or on communities in general.

ASSESSMENT OF RISKS

It is proposed that a 'traffic light' system is used for assessment of risks which is derived from the Council's Risk Management Guidance notes and may be defined as follows:

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High risk	The risk is highly likely to occur and the impact will be major. Management action/control evaluation and improvement is required coupled with continued pro-active monitoring. For example: A serious incident or accident could occur causing harm to staff, public or assets; There could be substantial reputational damage to the authority; There could be extensive disruption to the local community and wider area; The event could result in a serious financial loss for the Authority; Staff are over-worked and stressed, leading to poor management or delivery in serious situations.
Medium risk	The risk is unlikely to result in a major issue, however, if it did, the impact would be significant or serious. This risk is relatively less significant than a High risk however it needs to be closely monitored within timely management action/controls to ensure it does not escalate. For example: Minor disruption caused to local communities, but on the whole minimal to no wider disruption; Some complaints surrounding the event; Potential for income loss but dependant on other factors; Potential for corporate reputational damage.
Low risk	The risk is very unlikely to occur and the impact will be minor or moderate at worst. Risk will be managed by seeking control improvements where practical and / or monitoring and reviewing at regular intervals. For example: Individual complaints around the event, however there is general support and appreciation; Standard event related incidents, slips trips and falls etc.; Minimal loss in some additional income areas e.g. bars or parking but overall budget income would be healthy and above break-even; Staff related incidents, grievance or lack of diligence.

INNOVATION & RISK - RISK TOLERANCE LEVELS

There will be occasions when the Council may benefit from introducing new opportunities or adopting innovative approaches particularly where events are concerned. There will therefore be a degree of calculated risk that is inherent in the approach so that a benefit can be gained. Individual event proposals and business plans will therefore be assessed in line with the Council’s ‘risk tolerance’ levels which are set out below. Any individual event that presents medium or high risks will be closely examined; the risks clearly identified, analysed, documented and consulted on appropriately.

Accepted risks:

In general these are assessed risks which may result in exposure to the following:

- adverse effect on the Council’s reputation and/or performance;
- censure or a fine by regulatory / statutory bodies;
- significant financial loss or impact on assets;

Medium or High risk of the above must be referred to Senior Leadership Team within the Risk Assessment process.

Unaccepted risks

In general these are assessed risks which may result in exposure to the following:

- physical or other harm to any person;
- non-compliance with legislation and
- non-compliance with the Council’s policies,
- major financial loss or damage to / loss of

Where there is potential for any exposure to the Leadership Team by the relevant Chief Officer / system of Red/Amber/Green associated with from 1 to 4 to assess risks as detailed below: However, there will be cases where assessment of when the effect of controls and countermeasures is sought from the Enterprise Departmental

Impact/Severity	major	Low	Medium	High	High
	substantial	Low	Medium	Medium	High
	moderate	Low	Low	Medium	Medium
	minor	Low	Low	Low	Low
		Unlikely	possible	Likely	Almost certain
		Likelihood			

regulations;
rules and procedures, etc.;
assets;

above, the event will be referred to Senior Head of Service. Events will adopt the ‘traffic light’ High/Medium/Low and a notional numerical scale Generally it is clear what the assessment should be. “How much risk” is not straightforward (such as uncertain) in these cases, further guidance will be Management and/or Senior Leadership Team.

Draft Table of Identified Individual Risks –

- Note: Complete assessment will vary for each individual event but is likely to include consideration of the Event Proposal documentation; Budget and financial implications assessment and Community and social benefit assessment

Area of concern	Hazards or risk identified	Persons or area at risk	Current risk factor	Action taken to minimize risk	New risk factor
Financial <ul style="list-style-type: none"> • Up-front costs • Loss of income • Breakeven • Post event opportunities 					
Personnel <ul style="list-style-type: none"> • Workload • Additional organisational requirements 					
Reputational <ul style="list-style-type: none"> • Venue • Corporate • Individually • Locally 					
Immediate community How does the event affect communities living locally to the venue?					

- Communication
- Disruption

County wide implications

- Social impact
- Corporate responsibility
- Infrastructure
- Disruption

Health and Safety at the event

- Personnel
- Wider community
- Authority

Event specific risks

- Music genre
- Appropriateness of event

Appendix B

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Events and Special Projects
Date decision was made:	25 th July 2018
Report Author:	Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?

Further to consideration by Audit Committee, an analysis has been undertaken of the options appraisal and a preferred option has been set out to inform a full decision-making report to Cabinet.

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Recommendations of the options appraisal to be considered by Committee which will inform the decision making report to Cabinet

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Six month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments



Future Generations Evaluation (includes Equalities and Sustainability Impact)

Name of the Officer Cath Fallon Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk	Events and Special Projects
Name of Service: Enterprise	Date: Future Generations Evaluation 26 th June 2017

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


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





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 a much valued local service is maintained and continue to provide employment and volunteering opportunities.	Income generation and investment to be robustly interrogated to ensure sustainability, and sustained growth moving forward. Continue to invest and grow the very successful volunteering support team whilst also developing

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?
		opportunities for positive engagement with local communities.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Continue our close working partnership with Arts Council for Wales to ensure our arts and cultural resource is supported.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive impact by ensuring quality services are provided by offering events to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.	Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The Events team is a central resource and the Authority's on-going support will enhance its community engagement and connection with local priorities - this will lead to service offer improvements and continuing to understand what matters to our customers and partners.	To ensure the Events Team has a structure which focuses on encouraging community cohesion as one of its social drivers.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Events team have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Events team will take into account global and well-being issues as part of its day to day processes.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Events team contribute greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.</p>	<p>One of the key drivers of the Events team is the promotion of arts, culture and heritage and its structure and key developments reflect this.</p> <p>We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Events team provide services for all age ranges and deliver a diverse and comprehensive programme for local 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 all that the Events team 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>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Development and coordination of a county wide events programme will assist the future viability of the service.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Events team has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated performers and local community events groups.</p>	<p>The newly focused team will scope opportunities to enable key objectives to be actioned.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; A4B and current audiences.</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>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposed seed corn funding will ensure the future viability of the service.</p>	<p>Leadership is provided from the Head of Economy and Community Development to work alongside the team to identify key income and grant pipelines and how these can be developed in the future.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Opportunities are being identified and scoped to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the team. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>Working with the Abergavenny Borough Theatre, one of the key drivers of the Events Team will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</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	The Events Team and their associated events programme will provide continued opportunities for all ages as they develop and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services including the Abergavenny Borough Theatre, to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in establishing a viable Events team.
Disability	Any new re-design or development of events venues used will be compliant with the Equalities Act.	N/A	With the proposed refurbishment of the Community Hub and Market Hall, working with Abergavenny Borough Theatre specifically, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Events team will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

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	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate level to ensure the safety of event goers.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	N/A	We will ensure that the Events team has representation at team meetings and continuously monitors and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

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

Various internal audit reports and the independent review report produced in March 2018.

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 review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost.

Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

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
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval sought for the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	Cath Fallon	

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:	February 2019.
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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	<i>Economy and Development Select</i>	<i>19th July 2018</i>	<i>Consideration of the way forward and 'Hybrid' option which will put the team on a more stable and sustainable footing.</i>
2	<i>Cabinet</i>	<i>25th July 2018</i>	<i>Approval sought</i>



REPORT

SUBJECT: Commercial Strategy

MEETING: Cabinet

DATE: 25th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 The purpose of this report is to present for approval the Council's first Commercial Strategy and accompanying action plan. The strategy builds upon aspects of the Procurement, Digital and Asset Management Strategies and is a key means through which the Council can play a role in the self-determination of its future viability and sustainability.

2. RECOMMENDATIONS

- 2.1 That Cabinet considers the draft Strategy and action plan for approval.

3. KEY ISSUES:

- 3.1 The Commercial Strategy is an important means through which the Council can self-direct its own economic future and ensure services, functions and wider activity has an outlook broader than 'survive' – and a real aspiration to 'thrive'. Our Corporate Business Plan sets out a clear direction for the Council up to 2022 and one of its main ambitions is to grow a 'future focussed' Council. The Commercial Strategy makes a key and direct contribution to this aim, as well as working to provide a stronger means through which all services and functions can be sustained and supported in the long-term. Specifically, it seeks to:
- Augment income generation – making money by providing 'charged for' services that generates revenues for reinvestment;
 - Develop an approach to commercialising assets – adoption of an asset investment policy that creates an asset opportunity portfolio, maximising capital receipts and exploring wider commercial opportunities
 - Create a commercial culture and ethos – ingraining the kind of business discipline that will enable the Council to deliver social impact

4. REASONS:

- 4.1 There is a need to create the conditions for the Council to operate with sufficient flexibility and freedoms to generate income, identify and galvanize opportunity and widen the options through which to reinvest in its ongoing sustainability and viability.
- 4.2 This strategy creates the framework through which to consolidate and strengthen the Council's existing commercial activity, providing a framework with defined objectives for wide-ranging commercial activity across key areas of the Council's operation.

5. RESOURCE IMPLICATIONS:

- 5.1 The Council has already approved a £50m borrowing facility for asset acquisitions to support this approach.
- 5.2 The creation of a commercial team requires no additional support since the approach suggested, requires integration and better co-ordination and alignment of existing resources. Any further or additional financial support will be sought and brought forward on an exceptional business case basis.

6. CONSULTEES:

Senior Leadership Team
Economy and Development Select Committee
Commercial officers and managers across the Council

7. BACKGROUND PAPERS:

Commercial Strategy – 2018-22

8. FUTURE GENERATIONS IMPLICATIONS:

- a. The significant Future Generations impact identified in the assessment (Appendix 1) are summarised below for members' consideration:
 - i. The opportunity to self-direct our own economic fortunes through understanding, exploring and delivering options for commercial activity and revenues that sustain and support services;
 - ii. The opportunity to understand future opportunities and develop our own approved pipeline of schemes and projects. This will require an understanding of the 'risk and reward' ratio associated with each project and area of potential; and,
 - iii. The opportunity to create a commercial culture and ethos which will enable the Council to run services on a more stable and sound footing – thus, creating a more hopeful outlook for current and future generations.

- b. The actual impacts from this report's recommendations will be reviewed every 3 years and criteria for monitoring and review will include: Continuous assessment of the Commercial Strategy will be undertaken to ensure it is actively maximising the Council's contribution to the Wellbeing Goals.

AUTHOR:

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COMMERCIAL STRATEGY

Monmouthshire County Council

Version Control

Title	Commercial Strategy
Purpose	To develop a commercial approach that contributes towards meeting the future financial challenges facing the Council
Owner	Peter Davies
Approved by	
Date	5 th July 2018
Version Number	1.0
Status	Draft
Review Frequency	Annually
Next review date	01.04.19
Consultation	SLT; E&D Select

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Commercial Strategy – Monmouthshire County Council

Background

- 1.1 The ongoing and future financial challenges facing the Council, resulting from reduced Welsh Government funding and other pressures, whilst presenting increased risks also opens up opportunities arising from the need to be more effective and efficient, more resourceful and more entrepreneurial.
- 1.2 Monmouthshire County Council acknowledges the challenges that it faces, but also views the current funding picture as an opportunity to affect fundamental changes to who we do business, with improvements to services we deliver as a result.
- 1.3 The Council has a clear purpose to "*help build sustainable and resilient communities that support the well-being of current and future generations.*" In order for the Council to fulfil its purpose the Council also needs to be sustainable and resilient.
- 1.4 Aligned to this the Corporate Plan sets a clear direction for the Council up to 2022. One of the five goals and policy priorities set out in the Plan is that of a 'future focused Council'. The development of this Commercial Strategy is one means, but not the only means, by which the Council delivers a sustainable and resilient organisation and relevant, viable and valued public services.
- 1.5 There are a number of further priorities and commitments within the Corporate Plan that the Commercial Strategy will support and talks directly to:
 - Enabling the Council to provide good sustainable local services whilst delivering an excellent customer experience across all channels
 - Producing 'green and clean' energy
 - The Council unlocking the economic value of its spending power
 - The Council providing more opportunities for local living, working and leisure

- The Council maximises economic potential both through its Economy and Enterprise Strategy and the Cardiff Capital Region City Deal
- 1.6 To increase and expand the Council's commercial vision it will require a Commercial Team to be established through existing roles that have significant commercial focus within the Council being mobilised. Some of these roles will be closely aligned to those roles that are responsible for procurement and commissioning and that will similarly be mobilised as a consequence of the Procurement Strategy being adopted. Other roles
- 1.7 For those Council service areas that have not previously looked at opportunities a more commercial approach can offer, particularly to improve and expand services, there will be active challenge under the new strategy to explore these opportunities.
- 1.8 In some areas of the Council commercial activity is nothing new. In these areas we will look to further optimise and develop commercial activity within these services to enhance this already successful provision.
- 1.9 This strategy will look to consolidate the Council's existing commercial activity and provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity.

What Commercialism means to the Council

- 2.1 Commercialism is a broad subject and can apply to many different areas. It can be difficult to precisely define what commercialism means for councils. Commercialism means different things to different people, and is being implemented in different ways all over the country. This is a good thing and local government is enjoying a flowering of diverse approaches to problems as well as more freedom to act than previously. There is not, and there shouldn't be, one right approach to commercialism, nor just one useful definition.
- 2.2 The strategy looks to formalise the Council's commercial activity through three main work streams. These work streams, which will help to realise the commercial ambition set out in the strategy are:
- Income Generation – Making money by providing a service which can be charged for, generating revenue that can be reinvested into Council services.

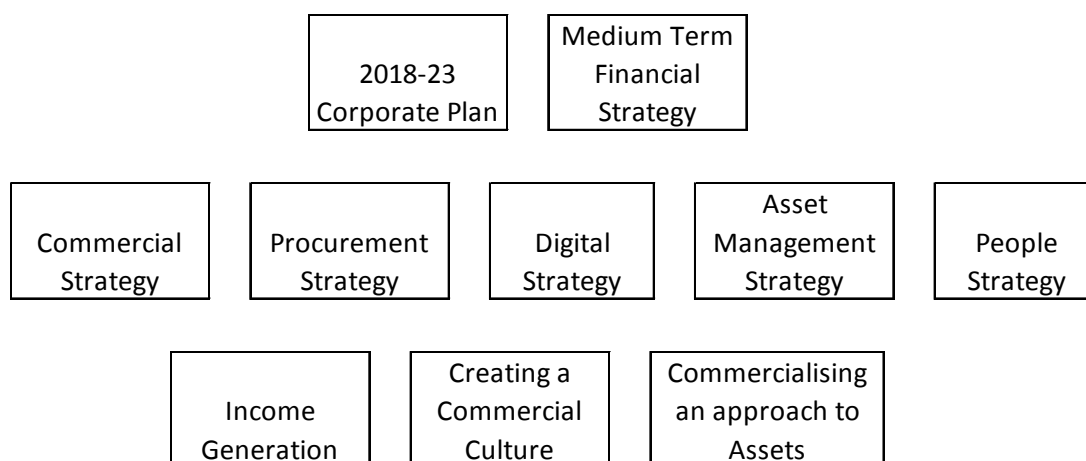
- Commercialising an approach to Assets – through the adoption of an asset investment policy, delivery of the County Farms strategy, optimizing returns from our existing investment properties, maximising capital receipts and exploring other commercial opportunities.
- Creating a Commercial Culture – behaving in a more business-like way and ensuring staff are equipped with the right training and skills to enable us to adopt some of the positive culture and behaviours that are associated with commercial organisations.

2.3 The success of the delivery these work streams and the strategy overall will be measured by a series of key deliverables and performance indicators. These specific, measurable and attainable goals are both financial and operational, and include desired outcomes such as meeting financial targets, officer engagement and public perception.

2.4 The delivery of these work streams will be supported by the introduction of a commercial framework. This will be used to evaluate existing commercial services and projects and new ideas to ensure the right things are done in the right way and at the right time.

Strategic Links

3.1 The hierarchy, interdependence and delivery of the Commercial strategy is shown below:



3.2 The Corporate Plan

The Corporate Plan was adopted by Full Council on 15th February 2018. As outlined above this sets out the vision and priorities for the duration of the

recently elected Conservative administration. The key vision of the Council remains sustainable and resilient communities. The themes and vision are inter-dependent and underpin all of the supporting strategic documents. In addition to supporting a main goal of the plan to be a 'future focussed Council' the Commercial Strategy looks to support the delivery of a number of the commitments in the Corporate Plan, as set out in 1.5 above.

3.2 Medium Term Financial Strategy

Since 2008 the Medium Term Financial Plan (MTFP) has been focussed on managing the reduction in both revenue and capital resources, whilst still maximising opportunities to deliver the Councils priorities. The Commercial Strategy provides the Council with the opportunity to adopt revenue generation approaches to offset the impact of Welsh Government funding reductions and other financial pressures and allows the Council to have more control over its future ambitions.

The adoption of an investment and growth approach with adequate controls and risk accountability will enable us to increase revenue streams, target strategic growth in the residential and employment sectors and capitalise on our unique geographical location as a border county situated within the Capital City Region. The Commercial Strategy provides the framework within which the asset investment policy will operate.

Additional capital projects identified will need to be funded through borrowing with the requirement that revenue savings have to be realised to service the debt. This approach was adopted for the development of the Council's solar farm where the business case was tested on its ability to generate a net income stream over and above the borrowing the costs.

The Asset Investment policy proposes a similar approach, where prudential borrowing will be incurred to acquire assets. The cost of borrowing will be paid back through the rental stream generated from the acquired asset. In addition investment assets will be expected to generate an annual net return of 7%, which will be determined by combining the net rental income and capital value appreciation.

3.3 Procurement Strategy

Procurement is the spending of public money to deliver value-for-money goods, services and works. The need for a commercially focused approach runs through the Council's procurement strategy and the skills and aptitudes needed in a commercial environment (e.g. negotiation skills) are complementary to those needed in a progressive procurement policy framework. So closely

aligned are they that there will be natural synergies between the Procurement and Commercial teams being established.

3.4 Digital Strategy

The focus of the strategy on building a digitally enabled workforce complements and supplements our own intentions to develop a more commercially focused culture.

Developing and redesigning services with a commercial focus will require us to invest in automation to enable us to compete in the commercial world. A focus on enhancing digital customer services, makes it easy for people to access facilities and services, increasing their effectiveness and efficiency.

Improving the digital maturity of the Council supports a commercial environment where evidence based decisions need to be made in a fast paced competitive market. Value is added to our buildings by equipping them with modern digital facilities in order to reap the benefits of increased rental income as well as sales valuations.

3.5 People Strategy

This focuses on equipping staff with the resources and skills to enable officers to perform their duties as effectively as possible. Through a targeted approach we will look to ensure that staff are equipped with the right training, skills and behaviours to behave in a more business-like way.

Having an empowered workforce who are prepared to take business-like decisions, manage risk and seize new opportunities will improve the services we deliver to customers. An empowered and engaged workforce enhances the Council's ability to attract and retain top talent.

3.6 Asset Management Strategy

Given the need to drive income generation to offset the wider financial challenges faced by the Council, the use of the property portfolio will increasingly need to be seen through a commercial lens. A new asset investment policy intends for potential acquisitions to be judged on their revenue generation, potential capital appreciation and if within Monmouthshire economic development opportunities.

The Commercial Strategy will also support the wider aims of the Asset Management Strategy in the delivery of the County Farms strategy, optimizing

returns from our existing investment properties, maximising capital receipts and exploring other commercial opportunities.

3.7 Local Development Plan

The Capital City Region provides a strategic oversight to spatial planning within the geographical region. This will be taken forward as a Regional Spatial Plan and work has commenced on its development. In the interim the Council has its own adopted Local Development Plan (LDP) which sets the context for local development opportunities, which is now being reviewed. Given the rich ecological and environmental landscapes that support our farming and tourism sectors, development has largely been confined to the existing urban settlements. The impact of this is that sites are generally expensive to deliver due to large abnormal and environmental constraints which has resulted in the Council being unable to meet its 5 year housing land supply targets for the last 2 years.

Welsh government undertook a review of the agricultural land grading in 2017, which has increased the land in Monmouthshire classified as grade 1, 2 and 3, which will potentially further restrict the land availability for development and the impact on our urban settlements.

The government's announcement that the Severn Bridge Tolls will be removed at the end of 2018 has already created an acceleration in demand in residential properties in the South East of the County with a resulting uplift in house prices in Severnside and Chepstow.

A review of the LDP has been commenced as a result of the shortage in availability of housing land which will also have regard to the short and medium term impacts of the changing economic landscape which does present significant growth opportunities.

As a major landowner in the south east of the County, the commercial strategy seeks to support the Asset Management strategy in capitalising on these opportunities through a commercial approach to development and property ownership.

Key aims and objectives of the Strategy

- 4.1 The overarching aim of this strategy is to deliver a financial return which contributes to the Council's efficiencies and additional income targets, helping to safeguarding and develop frontline services that the Council currently provides.

- 4.2 Given the scale of current and future financial challenges it is considered that doing nothing is not an option. The delivery of the strategy looks to make a notable contribution to the development of a sustainable financial plan over the medium term.
- 4.3 The successful delivery of the Commercial Strategy will mitigate some of the savings that the Council will have to make. We will look to carefully manage and mitigate and control any risks associated with the implementation of the strategy. Funding is required for the successful implementation of this strategy however it is expected that this will be either be on a self-financing basis, an invest to save basis or through a refocusing or repurposing of existing resources.
- 4.4 It is important to note that the benefits of pursuing a commercial strategy are not purely financial. Becoming a commercially focused organisation means putting the customer at the heart of everything we do. We will actively encourage creative thinking to develop more effective ways to deliver or commission our services. Our Social Welfare Strategy talks to our need to have a social conscience in everything that we do. Sustainable development principles will play heavily into our strategy to an approach to wellbeing and to future generations.
- 4.5 We will empower and encourage our staff to take business-like decisions, manage risk and seize new opportunities. This will help to improve the quality and speed of decision making, thereby improving the services we deliver to customers. An empowered workforce means more engagement, higher customer satisfaction, increased productivity and also better business intelligence. The result of this is that the Council's ability to attract and retain top talent is enhanced.
- 4.6 Through growing the commercial activity of the Council we are looking to benefit the communities of Monmouthshire, ensuring that wealth generated in Monmouthshire stays in Monmouthshire. In turn this will help to attract businesses, professionals and entrepreneurs to the area. It is anticipated that increased prosperity within the borough will positively affect the household income of residents, helping to reduce the barriers to social inclusion.
- 4.7 The key aims of the strategy as represented in the Corporate Plan are broken down as follows:

Short Term Goals (2018/19)	Medium Term Goals (2019/20-2020/21)	Long Term Goals (2021 Onwards)
General		

Commercial Strategy to be approved by Council	Continue to develop commercial and investment opportunities to impact annual targets	To optimise commercial and investment opportunities across the Authority
Income Generation		
Commercial Framework approved by Council	Continue to develop commercial opportunities in line with this strategy	
Identify top three commercial opportunities:		
Business cases to be developed around high priority existing and potential income generating services in line with commercial framework	Develop business cases for other commercial initiative and opportunities	
Further specific objectives based on top three initiatives:		
Develop marketing plan to use for top three priorities to achieve greater market share	Continue to promote existing services whilst bringing online new income generating services	Increased awareness throughout the County and wider region of the services the Council can provide
Determine the right commercial delivery models for the Council, whether trading, collaboration, insourcing or optimising operational services.	Continue to develop and explore commercial opportunities	Establish successful delivery models that contributes profits annually to be reinvested in Council Services
Commercialising an approach to Assets		
Acquisition of investment assets in line with asset investment policy	Further acquisition of investment assets in line with asset investment policy	
Explore the potential of undertaking our own development or construction of Council assets		
Assessing the business need for the creation of a Council owned arm's length trading company to undertake commercial development and trade services		
Development of Council sites and delivery of LDP strategic sites	Promoting Council owned assets within the LDP review	
Identifying self-build and affordable housing		

opportunities on Council owned land		
Implement re-fit programme to reduce energy costs and carbon footprint	Increasing renewable energy generation where financially viable, including maximising the value generated through the provision of battery storage or the trading of energy to third parties	
Creating a Commercial Culture		
Review current cultural state and develop plan on how to achieve desired future cultural state	Implement plan using organisational change model to align resources to achieving common goals	Council to have adopted appropriate positive culture aspects and behaviours associated with commercial organisations
Establish a Commercial Team within the Council to provide advice and support to actively deliver the strategy		
Develop a targeted immersive training programme to equip staff with the appropriate commercial skills	Continued rollout of training and ongoing monitoring and evaluation	
Complete service reviews to assess if current delivery models used are most effective and cost-efficient	Review services periodically to ensure assertions in service reviews are still applicable	To become a commercially focused organisation with a national reputation for high quality services

How we will deliver the strategy

Commercialising an approach to Assets

- 5.1 Business cases that concern asset acquisitions or investments will be taken by the Investment Committee in line with the Council's Asset Investment Policy.
- 5.2 Other commercial opportunities identified as part of the Asset Management Strategy will be monitored and evaluated in accordance with the action plan and performance framework outlined and attached to the strategy.

Income Generation

- 5.3 The Council is already exploring a number of commercial opportunities. Where new opportunities are developed, their merits will be assessed and a robust business case brought forward to the Chief Officer for Resources and Head of

Landlord Services and Commercial for initial approval. Depending on the level of investment required, the approved business case will be taken to either Cabinet or Full council before a decision is made to go ahead.

- 5.4 Where services are already trading commercially we will look to generate additional income by improving their effectiveness and promoting the service further through sales and marketing.
- 5.5 Packages of services will be developed following initial review and provide a pilot for new ways of operating commercially. These areas will contain many of the existing service areas that have the greatest commercial potential and will be grouped into two packages to aid communication and cross selling opportunities. One package will be for trade customers and one for domestic customers (i.e. residents).
- 5.6 The strategy will be delivery through a high level delivery plan which will look to formalise and set defined objectives for commercial activities already being carried out.
- 5.7 The development of a commercial framework will also look to create a culture and coherent structure which allows new commercial ideas to develop and commercial projects to be implemented, giving them every chance of becoming successful commercial ventures. The stages of the Commercial Framework are as follows:



The role of the Commercial Team within the Council

6.1 As the Council is looking to operate more commercially it is vital that adequate resources are in place to support service managers to do so. The role of the Commercial Team is as follows:

- To develop and maintain the Commercial Framework which provides the basis for all of the Council's commercial revenue activities

- Have project oversight and where necessary responsibility for managing delivery of commercial projects
- Provide advice to service managers on the development of commercial opportunities
- To assist with the commercial business plan writing and financial modelling
- To hold the commercial projects register
- To provide analysis of the performance and impact of projects and the contribution towards efficiencies and additional income targets
- To provide recommendations and advice to Cabinet on the approval of commercial business plans
- Highlight any potential commercial conflicts of interest to Cabinet for direction
- To implement KPIs and measure success of commercial projects

How we will develop existing income generating services

- 7.1 The Council will look to enhance existing income generating services by providing commercial support in areas such as sales, marketing and business development to ensure that we are able to maximise market share within the Council in that particular service area.
- 7.2 The decision on whether to charge or trade would need to be reviewed should the service achieve market saturation within the County or an opportunity to trade outside of the County was presented which could be potentially be beneficial for the Council. The model for business growth within a public sector environment as follows:

Internal Services

- 7.3 This involves providing a service that Council already provides (e.g. trade waste) and marketing it towards an existing customer (i.e. Monmouthshire businesses) in order to achieve business growth.
- 7.4 This is the least risky growth strategy as the Council already has processes in place to provide this service. It is however targeted towards a limited market and could result in market saturation.

Other Public Sector

- 7.5 This involves providing the service to other public sector organisations outside the County boundary. Advice received confirms that whilst the General Power of

Competence is not in place in Wales, the Authority would be able to use its Wellbeing powers to trade in the same way any business would within the County.

- 7.6 The Council can, in some circumstances, carry out work outside of the County without the need for a trading vehicle on behalf of other public sector organisations. This is only the case where a shared service arrangement has been entered into or the Council has been appointed as an agent to carry out the work by the neighbouring authority.

Direct to Public

- 7.7 This involves trading either through existing council structures or through a Local Authority Trading Company (LATC) to provide a service to the residents of Monmouthshire. There are various reasons why Councils look to deliver services through an LATC such as being able to compete in a wider area or to make them more efficient. This does however increase the level of risk as it involves an entirely new way of operating. An LATC is only legally required if significant profits will be made and before then other internal structures maybe quicker and easier to get off the ground.

Trading with Private Sector

- 7.8 Trading through existing council structures or a LATC in the open market is another option.
- 7.9 Any new commercial proposals will be backed up by robust business cases to allow the Council to reduce or mitigate any risks and ensure there is every possibility of success in all commercial ventures.

How we will develop new ideas

- 8.1 When potential commercial opportunities are identified a proposal will be put to the Chief Officer for Resource and Head of Landlord Services and Commercial. From this initial idea, the Council will use the Commercial Framework to assess the idea and, if appropriate, prepare for action.

How we will manage risks

- 9.1 The Council is launching a new way of doing business which, it is anticipated, has scope to be misinterpreted with consequent damage to corporate reputation. The Commercial Team will work with the Communications Team will develop a plan to mitigate this risk which:

- Informs our citizens about this strategy, and why it is being implemented.
- Informs the elected members, officers and key partners about this strategy and why it is being implemented.
- Sets out criteria which can be applied during the planning of a particular commercial project in order to measure the impact on the perception of the Council.
- Includes a communications strategy to highlight any commercial successes to promote achievements both internally and externally.
- Includes a communications strategy to deal with any commercial failures or sudden interest in the Commercialisation Strategy from the press or any other interested party.

How we will develop new ideas

- 10.1 Risk management is embedded in all of the decision making processes within the Council. Effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and rigorous approach to monitoring and controlling them. All risks associated with any commercial activity will be managed and monitored by the Commercial Team.
- 10.2 A key part of the Council's Risk Management Framework is the Strategic Risk Register which contains all risks that may have an impact on core services and both strategic and operational objectives. The Commercial Team will keep under review the aggregate level of commercial risk and if appropriate will recommend that is added to the Strategic Risk Register.
- 10.3 In any commercial venture there will always be an inherent element of risk. The presence of risk is not always entirely negative as it can be a driver of innovation and a motivator to staff.
- 10.4 Given the potential risks involved it would be easy to take a risk adverse approach, however this approach would hinder potentially highly beneficial opportunities or innovation. We will look to identify risks early in the strategic planning phase and implement approaches to mitigate or manage these risks where possible.

Our Foundation: Purpose and Values

Monmouthshire County Council has a clear purpose. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council's Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

We want to help build 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 and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver the action set in this plan

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed aligned to the direction set in the Corporate Plan. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan (see appendix). The aspiration and objectives set for Monmouthshire by the PSB and Council are:

Purpose	Building Sustainable and Resilient Communities	
PSB aspiration is to:	Reduce inequalities between communities and within communities Support and protect vulnerable people Consider our impact on the environment	
PSB Well-being Objectives	<i>People / Citizens</i>	<i>Place / Communities</i>
	Provide children and young people with the best possible start in life	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
	Respond to the challenges associated with demographic change	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.
MCC well-being Objectives	The best possible start in life	Maximise the potential of the natural and built environment
	Lifelong well-being	Thriving and well-connected county
	Future-focused Council	

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Applying the Well-being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to out sustainable development, more information on the Act is in the appendix. We have applied the 5 ways of working set out in the act when developing our plan, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Business cases around commercial opportunities will need to be sustainable and cater for both the short and long term. Savings and returns brought about through successful implementation of the strategy will assist in enabling the Authority to meet current and future financial challenges and fulfill its stated purpose of helping to build sustainable and resilient communities.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Taking a commercial approach involves identifying the right delivery model for services and the Council. The Council will work with other partners, public sector or otherwise to understand the most effective, efficient and sustainable model of delivery.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Successful delivery of the strategy will involve nurturing a commercial culture within the organization. This will require active and ongoing engagement with staff and targeted training and support. Understanding customer needs is a critical aspect of the commercial framework and having a commercial proposition to take to the market.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Taking a commercial approach to services will enhance their ability to remain viable, legitimate and sustainable. Seizing on market opportunities in the County supports the local economy and in helping to build sustainable and resilient communities. This is particularly prevalent where investments generate a social or economic return beyond any financial return.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>All decisions and policies will have regard to the well-being principles and the need to avoid short term decisions that have long-term implications.</p>

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Income Generation	✓	✓					
Commercialising an approach to assets - Using assets to provide economic, financial and regenerative opportunities	✓	✓	✓	✓	✓		✓
Creating commercial culture ^a	✓	✓	✓	✓			✓

Action Plan

This action plan summarises current and planned activity that allows the aims and objectives of the strategy to be advanced. Further actions will invariably develop as progress is made and further insight is captured on opportunities to be progressed. The process will therefore be iterative and the updated action plan will be incorporated into the Landlord Services and Commercial Business Plan.

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
Commercial Strategy and Framework to be approved by Council	Member endorsement of strategic intent and framework	Future-focussed Council Corporate Plan MTFP Asset Management Strategy LDP	Council approval	Peter Davies Chief Officer, Resources, July 2018
Develop business cases around at least three commercial opportunities	Generate net return and saving to the Council	Future-focussed Council Corporate Plan MTFP	Business cases finalised and considered for approval	Debra Hill-Howells Head of Landlord Services and Commercial, March 2019
Develop marketing plan for commercial services	Achieve greater market share and penetration	Future-focussed Council Corporate Plan MTFP	Production of marketing plan	Debra Hill-Howells Head of Landlord Services and Commercial Abigail Barton Head of Communications and Engagement

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
				March 2019
Determine a framework and approach for selecting the right commercial delivery models for the Council	Provides a framework that allows informed decisions to be made for the future sustainable model of service delivery	Future-focussed Council Corporate Plan MTFP	Production of framework	Peter Davies Chief Officer Resources Debra Hill-Howells Head of Landlord Services and Commercial Dec 2018
Implementation of re-fit programme to undertake improvement works to mechanical and electrical infrastructure within operational assets	Reduced energy costs and carbon footprint and improved working environments, enhanced asset life	Future Focussed Council MTFP Asset Management Strategy	<ul style="list-style-type: none"> Identifying scope of works Tender invite Implementation of projects and drawdown of loan funding 	Ian Hoccom Energy Officer Sept 2019
Acquisition of Investment Assets	Net revenue benefit, capital appreciation and economic and regeneration opportunities	Maximise the potential of the natural and built environment Future Focussed Council MTFP Asset Management Strategy Corporate Plan	£30,000 net income target 2018/19	Peter Davies Chief Officer Resources Debra Hill-Howells Head of Landlord Services and Commercial Ongoing

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
Development of Council sites by Landlord Services	Maximising capital receipts and potential revenue generation opportunities.	Maximise the potential of the natural and built environment Future Focussed Council MTFP Asset Management Strategy Corporate Plan	<ul style="list-style-type: none"> • Business case for individual sites – requirement to fund development to secure revenue or capital receipts • Develop programme timescales, resource requirements, financial and social value • Confirm operating model 	Ben Winstanley Estates Manager, Ongoing
Establish a Commercial Team with the Council	Dedicated resources and focus that allows the strategy to be advanced	Future-focussed Council Corporate Plan		Peter Davies Chief Officer Resources Debra Hill-Howells Head of Landlord Services and Commercial Ongoing
Develop a targeted immersive commercial training programme	Equips staff with the appropriate commercial skills	Future-focussed Council Corporate Plan	<ul style="list-style-type: none"> • Design a fit for purpose training programme and evaluation framework; 	Debra Hill-Howells Head of Landlord Services and Commercial John McConnachie

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
			<ul style="list-style-type: none"> Identify relevant staff that will benefit from the training Deliver a rolling training programme 	Corporate Training Lead March 2019 and ongoing

How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

Specific actions and performance targets will be embedded within the Landlord Services and Commercial Business Plan which will be reviewed on a quarterly basis. Largely quantitative data will measure performance of property portfolios against income targets, void rate and arrears.

Income generation targets form a key indicator of success for identified commercial opportunities as do levels of savings brought about by adopting a more commercial approach to service delivery.

The number of relevant staff who have benefitted from targeted commercial training and applied it to their work will also be a key measure that allows us to evaluate progress.

Additional targets will be developed and monitored as commercial opportunities and projects are approved.

Performance Indicators

Indicator	Actual 2016/17	Actual 2017/18	Target	Comment
Net annual savings from commercial proposals developed	N/A	N/A	£100,000	Targeted savings to feed into 19/20 budget process
Number of commercial opportunities advanced	N/A	N/A	3	
No of relevant staff provided commercial training	N/A	N/A	50	
Commercial Property Income	£427,497	£209,731	£245,000	
Void rates Industrial Units	12%	2%	5%	
Void commercial units	4%	12%	10%	
Industrial arrears (%of total yearly income target)	10.5%	4%	5%	
Commercial arrears (% of total yearly income target)	0%	1.8%	3%	
County Farm arrears (% of total yearly income)	10.5%	4.7%	8%	

Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

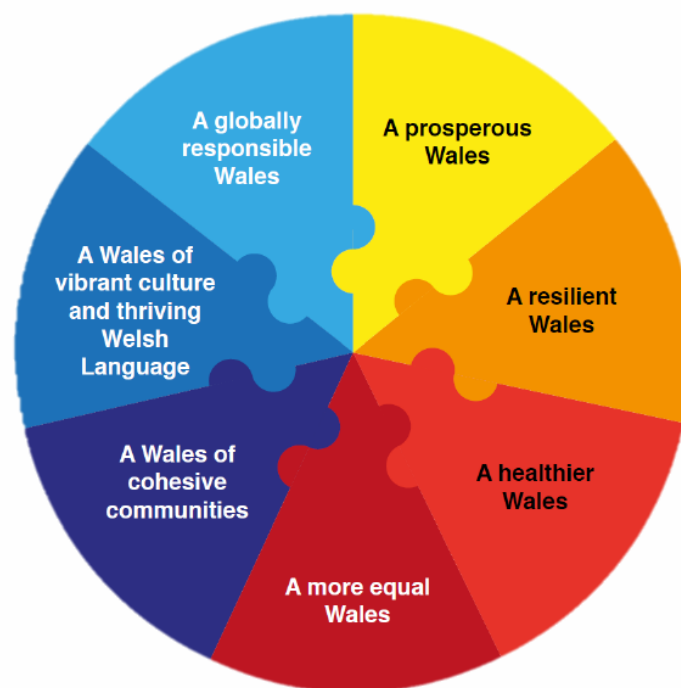
Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
Lack of capacity prevents identification of opportunities or delays the delivery of projects, resulting in lost revenue.	The commercial team has not been established and advancing the strategy will draw on already constrained resources and capacity from within the Council.	18/19 19/20 20/21	Possible	Medium	Medium	The commercial team will look to draw on existing skills, roles and expertise from across the Authority. Additional capacity will be built in, where this is cost neutral and an evidenced need exists. If unable to recruit or the need is short term, external expertise will be procured	18/19 19/20 20/21	Possible	Low	Low
Unable to deliver the targeted revenue savings	Lack of understanding or engagement from service managers in identifying potential commercial opportunities.	18/19 19/20 20/21	Probable	Major	High	Dedicated support and advice from the Commercial Team established will assist in identifying opportunities. Targeted training for relevant staff will equip and skills staff and teams to develop a more commercial approach and identify savings and income generation opportunities.	18/19 19/20 20/21	Possible	Major	Medium

<p>The Asset Investment Policy creates additional financial burden due to changes in market value, poor tenant performance, voids and falling rent rolls</p>	<p>Acquiring assets for income streams is a new venture for the authority and will inevitably increase risks due to the illiquidity of property, cyclical and changing property market and exposure to the commercial marketplace</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>High</p>	<p>External expertise has been commissioned to assist in the preparation of the policy, operating framework and the identification of suitable assets.</p> <p>We would seek to acquire a blended portfolio based on use and location to mitigate risks, however they can never be fully eliminated.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>Medium</p>
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Appendix - National Policy Context

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following 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 considering their views.
- 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 (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

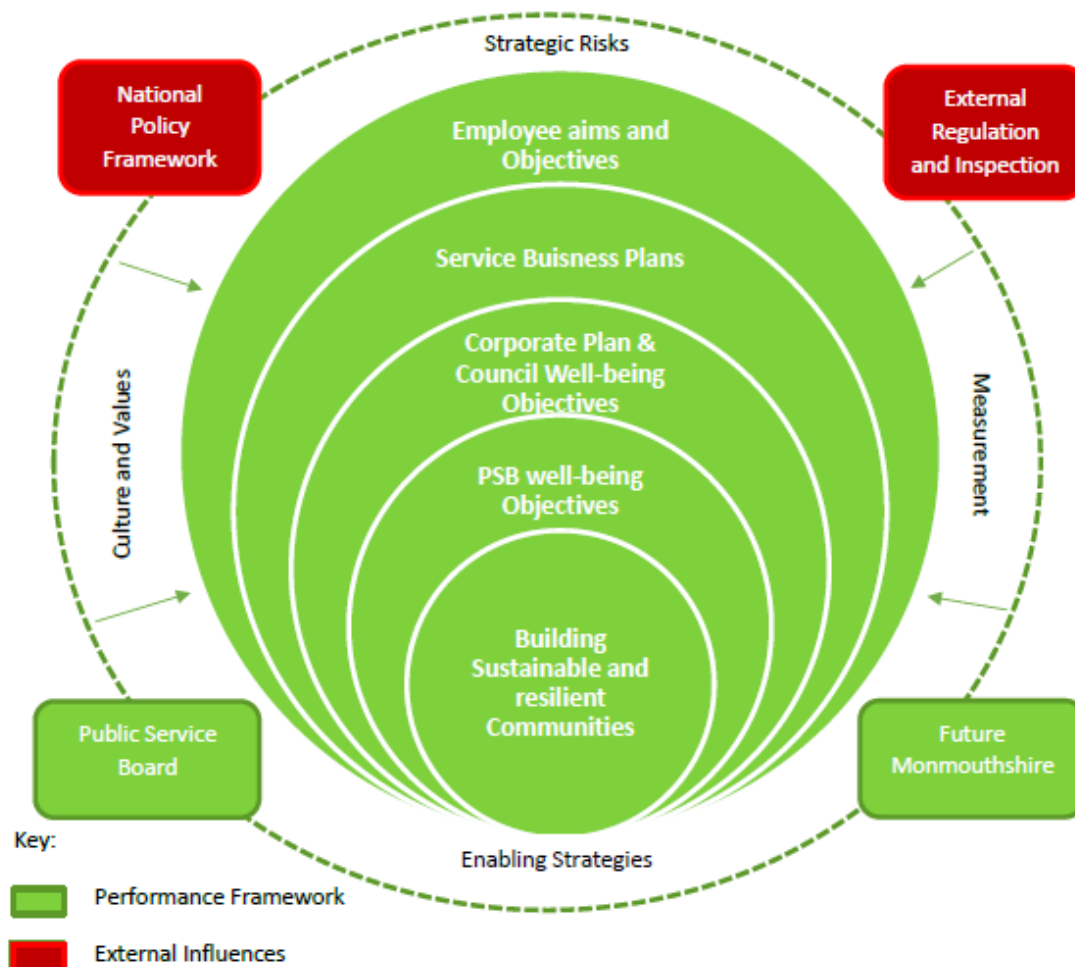
Appendix – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>The Public Service Board will produce a local well-being plan in 2018</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.



REPORT

SUBJECT: The Digital Strategy

MEETING: Cabinet

DATE: 25th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 The purpose of this report is to present for approval the Digital Strategy and action plan for 2018/21.

2. RECOMMENDATIONS:

- 2.1 That Cabinet considers the draft Strategy and action plan for approval.

3. KEY ISSUES:

- 3.1 MCC's first digital strategy, iCounty, was implemented in July 2014 and was based on three pillars of:

- a) Improving internal services, data delivery and infrastructure
- b) Digitally enabled, inclusive and connected communities
- c) Creating products and commercial assets

- 3.2 There have been significant developments in technology in the last 4 years, and the experience, data and evidence we have collected from our customers about the way they wish to engage and transact with us has informed this new strategy.

- 3.3 Our workforce needs to have the digital knowledge and skills to build in end-to-end automated customer services and business processes. We need to reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions.

4. REASONS:

- 4.1 In order to reap the economic and efficiency benefits from emerging new technologies enabling automation of processes and provide end-to-end customer services we need to re-think our investment in digital technologies, knowledge and skills.

- 4.2 This strategy is based on a significant amount of data and evidence collated from customer insights in how as well as through knowledge, learning and experience gained through collaborating with partners and other organisations to ensure the strategy is robust and sustainable.
- 4.3 The strategy is based on 7 key themes that together will improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The themes are:
- i. **Building a digitally skilled and enabled workforce** –We need service managers who understand the internet, its potential and its users. They need to know what’s possible in a digital world and how use it to improve services and the lives of people in our communities. We need a workforce with the digital skills to do their jobs in a digital world and that they can pass on to the community.
 - ii. **Digital Customer Services** – Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn’t want to do it any other way. Digital design involves us walking in our customer’s shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device
 - iii. **Business Digital Capacity and Automation** – Our most successful digital projects are the ones where the business has worked its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. We need to find ways to automate and deliver their business more effectively and economically through digital innovation and design.
 - iv. **Technology** – Customers should be able to access our digital services through any type of SMART device. We must design our digital offering to be incredibly simple and using the internet and as the main vehicle. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly.
 - v. **Data and evidence** –In order to be a data-led organization we need to gather and use evidence of what works, and cut out the things that don’t. We need data that follows the golden rules of being necessary, useful, readable, easy to find and accurate. We need to open up our data for others to use without us having to manually manipulate it first.
 - vi. **Digital Platforms and Standards** –We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed.
 - vii. **Protecting our Digital Assets and Security** – We are well aware that cybercrime is on the increase, and that we need to secure our

information at the same time as ensuring the right people can access it.

4.4 The focus of the strategy centres on people, and helping them to discover how digitisation can transform the way they work and free them up to do the rewarding and interesting parts of their jobs within the community rather than the routine tasks that can be automated.

4.5 Delivery of the Digital Strategy is not just about the wires and ICT infrastructure that we have in the SRS and our buildings. It is more about how we capture the benefits of digitisation to connect people, make work and life easier, and reap the economic bonuses that it can bring. Putting people at the heart of iCounty means that business redesign comes first, and we can use technology as an enabler to make things simpler, faster and cheaper.

5. RESOURCE IMPLICATIONS:

5.1 Delivery of this strategy will require investment in new business applications, enhancement of our ICT infrastructure, project and change management support and development of the digital knowledge and skills of our workforce.

5.2 Each investment will require evidence-led business cases which identify a cashable return on investment and/or a significant benefit to our communities and customers.

6. CONSULTEES:

Senior Leadership Team
Digital Programme Board
Economy and Development Select Committee
SRS

7. BACKGROUND PAPERS:

The iCounty Strategy 2014/2018
The Digital Strategy 2018/2021
The Digital and Technology Business Plan 2016/19
The SRS strategy

8. FUTURE GENERATIONS IMPLICATIONS:

- a. The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:
 - i. Digitisation will enable end-to-end customer services and the ability for people to engage and transact with the council in a way that's convenient to them.
 - ii. The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities.

- iii. Increasing the digital skills of our workforce will enable them to pass this knowledge on into communities and families to help them function in this digital world.

- b. The actual impacts from this report's recommendations will be reviewed every 3 years and criteria for monitoring and review will include: Continuous assessment of the Digital And Technology Business Plan to ensure it aligns with and delivers the digital strategy in a sustainable way for future generations.

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DIGITAL STRATEGY

Version Control

Title	The Digital Strategy
Purpose	To set the direction and governance framework for digitisation
Owner	Sian Hayward
Approved by	
Date	18.05.23
Version Number	2
Status	Draft
Review Frequency	Annual
Next review date	18.05.21
Consultation	SLT. E&D Select

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Foreword

There is no way of escaping the global impact of the digital revolution and its effect on the way we live and work. We can do things today that were unthinkable several years ago, and the pace of innovation and change in the digital world has opened up opportunities for us to harness the benefits of emerging technologies to improve customer interactions, increase efficiency and deliver savings.



Digitisation enables us to automate much of the routine administrative workloads and interactions with our customers, freeing up our employees to do the valuable brain work that machines can't. It also enables our customers to self-serve and engage with us in a way that's useful and convenient to them, not for us. This digital strategy is more about people than technology, and how we make digital services more human and simple to use in order that our communities won't avoid engaging with us digitally.

This strategy sets out our digital vision. It concentrates on improving our digital maturity as an organisation to enable us to capture the wider benefits for the people who live, learn, visit and work in Monmouthshire and at the same time stimulate Monmouthshire's digital economy.

This is far wider than technology and equipment; it's about enabling us to change and improve the way we work and do business using digitisation in the same way that it has changed our home lives. It's about identifying the potential of new emerging technologies such as Robotics, Machine Learning, Artificial

Intelligence, enabling us to engage with communities and customers in a more efficient and effective way. It's about using digital data and evidence to capture insights into the way people want to interact with us and about the services they need in order to change our service re-design options. It's about ensuring that our colleagues can use and share data and information to work effectively in our communities – at the same time as protecting our valuable data resource. It's about putting the human into digital.

Councillor Phil Murphy

Cabinet Member for Resources

Executive summary

MCC's first digital strategy, iCounty, was implemented in July 2014 and was based on three pillars of:

- Improving internal services, data delivery and infrastructure
- Digitally enabled, inclusive and connected communities
- Creating products and commercial assets

In 2017 we established the Digital Programme Office whose purpose is to organise, simplify and join up our council services and information so that users can find and understand what they need, in whichever way suits them best. We currently do this via our web site, GIS, email and customer service apps. We can't stand still though, we need to grow, flex and change the way we do business using whatever technology comes along in the future.

We are very aware that by sorting out the basics we can make our services understandable for humans and machines alike, and we can build on this to make it easy for people to do business with us without too much effort on our part. There have been significant developments in technology in the last 4 years, and the potential to use the emerging technologies of machine learning and artificial intelligence for the benefit of our business and customers is vast.

To reap that potential we know our workforce need to have the digital knowledge and skills to build in end-to-end automated customer services and streamline business processes. We need to reduce demand through self-service facilities and provision of accurate, relevant data and information that people can use with confidence to make decisions. Tapping the potential of digitisation will bring efficiencies and real budgetary savings across the organisation.

This strategy is based on a significant amount of data and evidence collated from customer insights as well as through knowledge, learning and experience gained through working in the centre of the business and collaborating with partners and other organisations to ensure the strategy is robust and sustainable.

The strategy is based on 7 key themes that together will improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The themes are:

- i. **Building a digitally skilled and enabled workforce** – We need a workforce with the digital skills to do their jobs in a digital world. We need leaders who understand digitisation, its potential and its benefits to users. They need to know what's possible in a digital world and how harness it to improve services and the lives of people in our communities. We need system administrators who know the potential of business systems and how to 'sweat' these assets to get every inch of value out of them.

- ii. **Digital Customer Services** – Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn't want to do it any other way. Digital design involves us walking in our customer's shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device
- iii. **Business Digital Capacity and Automation** – Our most successful digital projects are the ones where the business has worked its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. We need to find ways to automate and deliver their business more effectively and economically through digital innovation and design.
- iv. **Technology** – Customers should be able to access our digital services through any type of device, be it voice activated, chat or through customer service apps. We must design our digital offering to be incredibly simple so they won't want to do it any other way. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly wherever they need to work. To do this we need a robust technical infrastructure to support everything we do.
- v. **Data and evidence** – In order to be a data-led organization we need to gather and use evidence of what works, and cut out the things that don't. We need data with integrity in order for us to open it up without us having to manually manipulate it first.
- vi. **Digital Platforms and Standards** – We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed.
- vii. **Protecting our Digital Assets and Security** – We are well aware that cybercrime is on the increase, and that we need to secure our information at the same time as ensuring the right people can access it.

This strategy centres around people, and helping them to discover how digitisation can transform the way they work and free them up to do the rewarding and interesting parts of their jobs within the community rather than the routine tasks that can be automated. This isn't a static document. The nature and pace of change in a digital world will mean we will need to flex and change, using data and evidence to support our change in direction.

Delivery of the Digital Strategy is not just about the technical ICT infrastructure that we have in the machine rooms in SRS and our buildings. It is more about how we capture the benefits of digitisation to connect people, make work and life easier, and reap the efficiency and budgetary bonuses that it can bring. Putting people at the heart of the Digital Strategy means that our customer's needs and business redesign comes first, and we can use technology as an enabler to make things simpler, faster and cheaper.

The strategy identifies how it links in with the council's governance structures and other key enabling strategies. It describes how we use a digital maturity model to monitor progress and performance. Finally, it details the key actions we need to take over the next 3 years to implement it.

Our Foundation: Purpose, Values & Design

Monmouthshire County Council has a strong sense of character and purpose. We shape this in line with the goals and ambitions of our partners in other public services in the county such as the NHS, Police, Public Health, housing associations and Fire and Rescue Service. These and many more organisations are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important for the next four years, taking us up to the end of the political term in 2022.

Purpose

We want to help build 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 and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver our well-being objectives set in the corporate plan.

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important for the next four years, taking us up to the end of the political term in 2022. The plan sets out our five Organisational Goals (incorporating well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. The Plan is underpinned by a clear policy framework that sets out in more detail our work in areas such as social justice and safeguarding (see appendix).

Purpose: Building Sustainable and Resilient Communities

<i>Public Service Board Well-being Objectives</i>	<i>Monmouthshire County Council Goals & Well-being Objectives</i>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire’s communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we’ll say so; if it will take a while to get the answer we’ll explain why; if we can’t answer immediately we’ll try to connect you to the people who can help – building trust and engagement is a key foundation.




Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.



Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Incorporating the Well-being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, appendix 1 provides more information on the Act. We have applied the 5 ways of working set out in the act when developing our policy, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the Strategy
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The digital world is moving at pace and is the future of everything we do. This strategy will ensure we reap the benefits of digitisation to capture short term economic and efficiency benefits as well as support investments in emerging and innovative technologies to reap the long term benefits globally, for our local communities and the Council.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>MCC works in collaboration with its partners in the Shared Resource Service as well as other public and private industries to deliver technology platforms and apps as well as the cultural changes to thrive in a digital world. The strategy also supports partnership working through, for example, crowd funding projects to capture the benefits of emerging new technologies like Block Chain and machine learning. Our partners also include existing technology suppliers who work on bespoke requirements for us to make the most of our technology apps and platforms.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Our stakeholders include our communities, local businesses, schools, suppliers and employees of MCC. We also have wider stakeholders in supporting central government policy decisions for digitisation. In devising this digital and technology strategy we have gathered evidence from all groups to support our direction of travel and what is important for them in the digital world.</p>

Sustainable Development Principle	How have these principles driven the development of the Strategy
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Implementation of this strategy will ensure we keep pace with industry standards and emerging new technologies in order to build sustainable digital solutions to assist the business and community to grow. There will be a need for investment in some key areas, though in the digital world the majority of investments reap both economic and efficiency rewards to offset the costs involved. Resources will be assessed on a business case by business case basis.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Technology is a vital part of living, learning and working. Implementing the strategy and planning for the next 3 years on a rolling basis will stimulate the digital economy and jobs market at the same time as providing electronic information and services. Many digital technologies are targeted at wellbeing issues, from making the most of apps that measure health issues to using AI to assist the most vulnerable to stay in their own homes, or simply for people to access services online. Every aspect of digitisation is intended to assist the wellbeing of our communities; improving inclusion and helping them access the facilities of the council.</p>

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Building a digitally skilled and enabled workforce	√	√			√		√
Digital Customer Services	√	√		√	√		√
Business Digital Capacity and Automation	√	√		√	√		√
Technology	√	√					

Data and Evidence	√	√	√				√
Digital Platforms and Standards		√					
Protecting our digital assets and Security		√					

1. An Introduction to the Digital Strategy

1.1 The first iteration of the Digital Strategy ‘iCounty’ was introduced 4 years ago, with a focus on improving connectivity, systems and software as well as arranging our technical systems architecture to support digital services and transformation. It was expected that our I.T. infrastructure could be used by public and businesses alike, and the digital skills of our workforce could be used in the community to help people become more digitally enabled.

1.2 Since then, our customer needs and community demands have changed alongside technological advances. With austerity and economic pressures we need to think about how services can be redesigned so that they are integrated, smarter and simple for our customers to access, saving us money in the process. We need more automation and intuitive, digital customer self-service channels so we can free up colleagues to make more complex decisions and emotional responses. This is not simply delivering services through digital channels, but instead applying the culture, practices and processes of the internet era to change the customer experience.

1.3 Delivering digital services ultimately requires a shift in cultural mind-set and a review of the digital capabilities of our colleagues as well as improving our technology capacity in line with digital advancements that are fast becoming the norm. It is clear that more focus is required on the human aspect of digitisation, and describes how we improve digital maturity across the whole organisation embracing new ways of working and digital service redesign making sure that we have the technology to support this direction. It isn’t about the technology itself.

1.2. What did we learn from iCounty?

1.2.1 During implementation of iCounty we learned that the most successful solutions followed a very human process of identifying a problem, scrutinising current practices and processes with a degree of digital curiosity and competence, and applying the

technologies of the internet era to solve the residual problem. This worked particularly well with the introduction of our Social Care app and the Connected Worker apps used by our front line workforce.

1.2.2 Where digital competence and confidence is lacking there has been a tendency to seek a technology ‘magic wand’ solution without looking at our existing technologies and infrastructure, let alone assess the rapidly changing needs of the rapidly changing needs, habits and expectations of our customers and communities.

1.2.3 There are pockets of real digital excellence and leadership amongst our colleagues. Some services have raised the bar and persevered with the introduction of modular, integrated and collaborative systems such as the My Monmouthshire app which focusses on putting the customer at the heart of business. We have responded to the need to keep pace with customer and community demands for end-to-end service delivery and automated workflow to improve the efficiency of our workforce. We are not there yet but we can build on this.

1.2.4 We have also learned that there is a need to raise the level of digital competence and maturity amongst our colleagues. We hear the phrase ‘I’m hopeless with technology.’ Or ‘I don’t do computers’. We need these colleagues to incorporate digital competency into their lives with the same vigour that they give to their continued professional development. We have taken time to understand this behaviour. We now know that a change in emphasis and direction is needed, with digitally savvy leaders taking responsibility for making changes to our digital structures, culture and working practices.

1.2.5 The network of 88 Digital Champions has proved its worth as the digital eyes and ears on the ground, helping to trouble shoot and to support and build the skills of our colleagues. This day to day operational support needs to be extended and supplemented with digital assessments to measure the degree of digital maturity within service areas, and help develop and grow digital leadership.

2. Our Digital Vision

2.1 We can’t be excellent at digital enablement unless we are brilliant at the basic building blocks. Overall, we need to stop thinking about ‘doing digital’ and start thinking about designing better business services first, with better digital delivery as a result.

'Going digital' isn't the responsibility of a single individual in the organisation - it needs to be part of everyone's DNA, and must be accompanied by strong digital leadership and maturity.

2.2 There are many drivers for change and improvement, but the most notable ones are:

- The digital landscape is constantly changing and the expectations, needs and habits of our digitally savvy customers are evolving with responsive digital services becoming the new norm. We need to respond to that change.
- We need to put the customer at the heart of everything we do, making digital so easy that they wouldn't want to do it any other way, freeing up our colleagues to do the brain work and releasing cashable savings.
- The way we work is changing and there are additional pressures on our workforce to do more with less and reduce demand. The use of digital technologies can make the impossible possible through automation, self-service, Machine Learning and Artificial Intelligence.
- Better digital services are critical for the reduction in costs across the council, and will provide the foundations for future efficiencies.
- Designing the council of the future requires us to have flexible digital systems that new service configurations can simply plug into, and out of, with speed. This means a standard suite of inter-operable technology platforms is an essential requirement.
- The value of data and evidence for decision making isn't understood, and we need to replace untested perceptions and beliefs with sound data insights.
- People are unable to extract, work with, or act on data insights because of slow, outdated technology and hidden data sets. We need to improve data storage and management to enable the data to be open and usable.
- Automation within service areas is more easily achieved with web-based, modular platforms and interfaces, releasing the workforce to do the things that technology can't.
- National and global policy drivers require us to think about the wider use of digitisation to reduce the environmental and sustainability impacts upon our natural resources. We also need to improve accessibility to information and services for vulnerable people, sharing data with other organisations in order to have a joined up and cohesive approach to service delivery.

3. The Key Themes of the Digital Strategy

3.1 The core business of the Digital Programme Office is to organise, simplify and join up our council services and information so that users can find and understand what they need, in whichever way suits them best. We currently do this via our web site, GIS,

email and customer service apps. We can't stand still though, we need to grow, flex and change the way we do business using whatever technology comes along in the future.

3.2 We are very aware that by sorting out the basics we can make our services understandable for humans and machines alike, and we can build on this to make it easy for people to do business with us without too much effort on our part. We have worked with our customers, employees, the SRS, other government agencies and wider stakeholders to find out what matters to them and to identify the key areas for improvement. There are 7 themes that we want to focus on to ensure we build solid digital foundations that enable us to flex and change future service configurations with speed and ease, and improve the digital maturity of the organisation. These themes are -

- viii. **Building a digitally skilled and enabled workforce – ‘This isn’t about technology, it’s about working in the new norm’.** We need service managers who understand what digital really means, its potential and its users. They need to know how our customers, the community and the workforce use digital technology and how to capture its potential. We need to make sure that the workforce is learning digital skills that they can pass on to the community, rather than teach them how to use proprietary software packages. They need to know what’s possible in a digital world in terms of capturing new and innovative technologies to improve services and the lives of people in our communities. It’s no longer possible or acceptable to stand still and avoid being part of the digital culture. This isn’t about equipment or wires, its recognising that digital is the new cultural norm for the way people work and live. We need to help our workforce design simple digital systems and processes that free people to do the more creative and interesting work.
- ix. **Digital Customer Services – ‘When people deal with MCC we don’t want their hearts to sink’.** Customers are often required to be switched-on when trying to access our services and find information. They have to wade through our forms and documents, and self-service facilities are difficult to find and use. Customers expect a similar experience from councils as they do from their banks or online retail services. We must design our digital services to be so simple to use that they wouldn’t want to do it any other way. Digital design involves us walking in our customer’s shoes to build excellent but simple customer services accessed through any kind of SMART, mobile or computer device. It involves us putting ourselves in our customer's shoes and using their language to communicate with them, making it so simple to do things digitally that it will be their first choice. And when we talk of customers we include our internal customers, our colleagues, who deserve the same simplicity and effectiveness from internal systems that we afford our external customers.
- x. **Business Digital Capacity and Automation – ‘We don’t need a digital strategy, what we really need is a business strategy and culture in a digital world’.** Our most successful digital projects are the ones where the business has worked

its way through service re-design first, looking in-depth at the service and applying digital solutions to any residual problems. This is where the Digital Programme Office steps in to provide the human touch, working with people to find ways to automate and deliver their business more effectively and economically through digital innovation and design. Doing this will help reduce the number of people who need to be involved at each stage, leaving them to focus on more complicated areas of the business that technology can't help them with.

- xi.* **Technology – ‘Smart devices connected to the internet will be the main way to interact’** Customers should be able to access our digital services through any type of SMART device. We must design our digital offering to be incredibly simple and using the internet and as the main vehicle. Wearable technology, Machine Learning and Artificial Intelligence are rapidly forming the backbone of current and future technology platforms and apps. This will be a real bonus for us to interact with our communities at the same time as freeing up our staff to do the human emotional intelligence work. Our workforce will need to have the right tools to do the job too, with devices being able to access data and systems seamlessly. This access needs to be unhindered by effective security and data governance systems working seamlessly in the background. We know there is a digital skills gap in our workforce that causes frustration and stress when their kit ‘doesn’t work’, when most often it’s simply that they have never been shown how to use it and get the most out of it.
- xii.* **Data and evidence – ‘It’s no good making decisions based on false information’** Current decision making is sometimes not supported by robust evidence. It doesn’t always consider what our customers are trying to tell us and the evidence that we gather whilst delivering services. In order to be a data-led organization we need to harvest and use evidence of what works, and cut out the rubbish that doesn’t. We should ask ourselves if the data we keep follows the golden rules of being necessary, useful, readable, easy to find and accurate. We need to structure our data content in a way that supports service re-design and allows SMART devices such as Alexa to understand a series of voice commands. If we sort out the basics first we can make it far easier for people and machines to understand what we do in the council, and make it easier for us to automate our work. We need data that’s fit for people to use without us having to manually manipulate it first. This relies as much on our users adopting data-led culture as much as having excellent digital systems to manage, record and display it. Better use of spatial data will allow us to plan and target infrastructure investment where it will have the greatest impact. Opening-up data and incentivising developers to create products that will add civic value will create job opportunities in technology. We will link datasets and use it to forecast demand, identify correlations and opportunities and take a more targeted and preventative approach.

- xiii. **Digital Platforms and Standards – ‘Technology is the 4th utility. It should be like turning the light on’.** We need core inter-connected digital platforms and data registers coupled with common standards so that people can plug in their new, restyled services at speed. The main vehicle for this is the internet, with web based systems allowing us to connect through SMART devices wherever we may be located. We need to be able to depend on the data we use too, so will require some basic standards and design principles for our digital platforms. We will plan for changing our legacy systems and larger software applications in collaboration with other organisations and partners to make the best of economies of scale and creating a unified back office across Greater Gwent and beyond, and where this aligns with our own digital aspirations. We will work with the SRS to deliver robust, secure, infrastructure and networks. Our workforce shouldn’t have to think about what underpins the technology any more than they think about what underpins the National Grid. We can’t forget our colleagues who manage business applications on a day to day basis either. We need them to see the art of the possible from existing apps and to visualise what they would like to see in the future to make our business easier and cheaper and our customers satisfied.
- xiv. **Protecting our Digital Assets and Security – ‘The key to business continuity and safeguarding our vulnerable people is ensuring the right data is with the right person at the right time’.** We are well aware that cybercrime is on the increase, and that we need to secure our information at the same time as ensuring the right people can access it. We can’t let the business grind to a halt because data and information is so locked down we are unable to access it to keep the business going. This critical to the success of the digital strategy. It’s a juggling act on occasions, but one that digitisation of data can help us manage effectively with seamless security systems operating in the background.

4. How will this strategy be delivered amongst others within the Councils’ Strategic Framework?

4.1 The establishment of the Digital Programme Office was agreed by Cabinet and set up in April 2017. The business plan is directly aligned to the delivery of the Digital Strategy and in particular the 7 key themes described in part 3. There are a number of other strategies with a digital theme threaded through them, and Monmouthshire’s Strategic Framework has a suite of strategies linked together under a single umbrella. The following shows how the overall strategy suite links and works together.

- i. The vision and priorities for the council is set out in the **Corporate Plan**. The Digital Strategy is a supporting and enabling strategy that underpins the themes of the Corporate Plan in the following areas –

- a. *Education and skills* – The Digital Strategy will ensure the digital and technology offered in our schools is future ready, and can assist with teaching and learning as well as equip our young people with the skills required for the future jobs market
 - b. *Social care and health* - Automating our administration will free our colleagues to do their professional and ‘emotional intelligence’ work that machines can’t do. Digital products can also help vulnerable people access services and enable them to live safely in their own homes, with wearable technology and SMART devices at the forefront.
 - c. *Enterprise and Job Creation* – The speed of technology change means some of tomorrow’s jobs haven’t been invented yet. We can prepare young people to thrive and expand in a digital world by equipping our schools with technology rich capabilities allowing them to make the most of their natural curiosity and innovation to grow and learn. We can also ensure our employees and the community are equipped with the digital tools and skills to thrive in a digital commercial world
 - d. *Rural Communities* – We can equip our workforce with the tools, skills and knowledge to access real time information to do their jobs effectively whilst out in the community
 - e. *Locally accessible services* – We can enable people to self-serve information and services from within the community rather than expecting them to come to us.
- ii. It is critical that we get more for less in the current economic climate, and digitisation plays a major part in reducing demand by automating transactional services and providing the right information to the right person at the right time. Digital technologies can replace manual drudgery and free people to do the rewarding ‘human’ work. There is no doubt that this will require investment, but the financial and efficiency rewards arising from this investment will far exceed the up-front funding. The pipeline of digital projects will be prioritised to maximise the financial and efficiency benefits using data and evidence in properly costed business cases. These investments will feed into the **Medium Term Financial Plan** with a reduction in ongoing revenue and capital resources.
- iii. The digital strategy has less to do with equipment and technology than it does with shifting the cultural norm away from thinking we know best about our customer’s needs, and towards enabling customers to let us know how they want to interact with us and what they need from us. This in turn reduces the culture of dependency on public services and towards self-help. It’s key to sustainable services. The success of this strategy relies as much on human behaviour as it does on the underpinning technologies. We know there is a critical link with the **People Strategy** in establishing a digitally capable and mature organisation with a customer-led approach to business delivery. The way we work will change with the introduction of new digital capabilities and our people need to be supported through this change, with digitisation becoming the norm for

service re-design and delivery. This will be a major cultural shift for the organisation which will need to be managed through simple performance management, training and coaching.

- iv. An essential part of equipping our workforce with the tools to do their job is providing a technology infrastructure across the MCC estate that lets them work in a flexible, nimble and agile way. We also need our schools to be technology enabled in order to deliver digital teaching and learning and digital competency standards for education. This is where the **Asset Management Strategy** links into the digital strategy, providing physical technology infrastructure across the MCC estate as well as 'soft' facilities such as excellent office accommodation and meeting space equipped with effective digital communications systems that will increase our commercial opportunities.
- v. Data and information are the lifeblood of the organisation, and the 3 elements of i) Information Governance, ii) Data Use and iii) Digital Data management are included in the **Information Strategy**. Digitising, categorising, verifying, tagging, storing and retrieving information and data is the first step towards opening up our data for use by the right person at the right time in the right place. Electronic Data Recording and Management Systems (EDRMS) will ensure we can interrogate, analyse and manage our data at the touch of a button to use for decision making, compliance and policy making. It will also enable our depersonalised data to be presented and used by anyone who needs it, turning off demand and informing our service users. Putting the digital underpinning in place will enable us to collect, analyse and understand our data insights, turning us into a true data-led organisation.
- vi. Digitisation doesn't happen in isolation. This isn't just about looking inwards, but about casting a wider net to the benefit of Monmouthshire's communities. The digital maturity and capacity within Monmouth shire's County Council is linked to the opportunities provided by the Cardiff Capital Region City Deal (CCRCD), Smart Cities, 5G testbeds, Superfast Broadband and Smart Rural programmes in line with **Monmouthshire Business and Enterprise Strategy**. All of these initiatives will stimulate commercialisation and competition within the private sector whilst benefitting Monmouthshire's rural communities who currently are being left behind in 'not spot areas' resulting in digital deprivation and isolation.
- vii. Developing commercial activities will require us to invest in automation to enable us to compete in the commercial world. Our tourism and leisure facilities rely on digitisation to make it easy for people to access facilities in a culture that expects a digital experience, Wi-Fi and 24/7 services as the norm. There is also a need for digitised data to inform commercial decisions in a fast paced competitive market. We can add value to our buildings by equipping them with modern digital facilities in order to

reap the benefits of increased rental income as well as sales valuations. The **Commercialisation Strategy** has a direct link into this digital strategy.

- viii. An emerging strategy seeks to place social justice at the heart of the organisation. It builds a framework within which the community can develop its own capacity, networks and resilience. We can support the **Social Justice Strategy** using digital technologies to improve customer access and provide essential information via the web site to help communities with their decision making. We can also use technology to help vulnerable people access services online as well as assist them to live in their own homes using wearable technology and voice activated SMART devices to keep in touch.

4.2 How will this strategy be delivered in an external context?

4.2.1 This strategy also has external drivers globally, nationally and locally within Wales. In order to support the global drivers for sustainability and protecting the environment we need to reduce the use of fossil fuels through clean travel and working. We need to introduce digital technologies throughout our estate to reduce our environmental impact. This strategy also supports specific local strategies as follows:

4.2.2 The **Digital Wales Strategy** describes how Digital technologies and online services have changed how we live and play a big part in our lives. By ensuring that everyone in Wales has access to digital technologies, we are working to achieve a smarter, better connected society and economy.

This is not just about improving physical access to the internet. It is also about:

- ensuring everyone has the skills to use digital technology
- improving online public services
- providing faster internet connectivity
- improving mobile coverage

Monmouth shire's Digital Strategy aligns with this national strategy.

4.2.3 The **Digital Competence Framework** (DCF) is the first element of the new curriculum for Wales. Digital competence is the set of skills, knowledge and attitudes that enable the confident, creative and critical use of technologies and systems by our young people. It is essential for learners if they are to be informed, capable and have the potential to be successful in today's digital society. Monmouthshire's Digital strategy supports this framework with the recent technical investment in our schools which has enabled the right technical infrastructure for Wi-Fi, broadband capacity, equipment and a safe, secure systems architecture located within the SRS.

4.2.4 The Minimum Cyber Security Standards have been published and can be read [here](#) . This minimum standard is good practice, and MCC are working towards adopting these standards across the council, with our external security advisors, our partners and the SRS.

5. The Current Situation

5.1 We have had a digital strategy, iCounty for the last 4 years. In January 2017 a Digital Programme Office (DPO) was established with the core business to deliver iCounty by organising, simplifying and joining up our council services and information so that users can find and understand what they need, in whichever way suits them best. We want to improve the overall digital maturity of MCC, creating solid foundations for workforce digital competence and turning it into excellent digital customer service delivery. We want to ensure that our technology supports our digital vision whilst recognising that this plan isn't about delivering technology but about working in the new digital norm. We want people to be able to access services from our website, customer apps, email, voice or whatever technology comes next making us future ready to deliver in a digital world. We need to understand the purpose and functionality of our core corporate systems and platforms, and have service leads that understand the potential of the systems and will actively seek to improve processes and improve efficiency through the systems.

5.2 We have a DPO business plan that supports our vision in the 7 themes of the new digital strategy. Though our technology infrastructure provides a platform for digitisation, it is essentially separate from digitisation itself. Technology is the enabler to digitise business processes, whereas digitisation is something that involves people having the vision and mind set to identify opportunities for automation and self- service to free them up to do the brain work. We have already made inroads across the 7 themes in the DPO business plan, and have some further developments in the pipeline which are described below-

i. Building a digitally skilled and enabled workforce –

With global digitisation becoming the new norm in people's personal and work lives there is a requirement for all of our employees to have a good level of digital literacy and competency for their everyday work duties. People use the internet and social networking as a matter of course in their daily lives, but often fear digitisation in the workplace. We aren't talking about competencies in the use of proprietary systems e.g. Word, Excel or Business Apps, but using the modern communications systems like Outlook, Skype, the Internet and social communications sites like Twitter and Facebook. Digitisation is revolutionising traditional working practices, and many of our employees will need to re-skill for different types of roles. We don't want them to be left behind, so digital skills and culture are absolutely critical to our business operations.

The DPO work closely with all teams across the council and through Digital Assessments, and have identified a variation in digital competencies between individuals and teams. We have put together specific training events via self-help learning, videos and e-learning as well as more formal training to plug this gap.

What have we done so far...?

- Created a digital induction checklist for all new starters, which doubles up as a training document giving people the digital tools they need on their first day at work.
- Provided specific training induction for all Members in how to use their equipment as well as how to capture the potential of digital communications. Members have also received information on the benefits of using the 'My Monmouthshire' app to assist with the management of customer contacts in their wards.
- Created digital skills videos and online training for our core digital platforms and business tools such as O365, My Monmouthshire and SharePoint
- Created a digital champions network to be our eyes and ears on the ground in the business areas. We have skilled up all 88 of them to provide 'digital first aid' as well as prepare them for the introduction of new digital initiatives, existing business tools, problem resolution and escalation routes, changes in security requirements and basic digital inventory management.
- Identified digital skills gaps through the digital assessments, enabling our Training Unit and digital training resource to prepare new training events to plug the gaps
- Have provided help and guidance for significant number of colleagues on how to use everyday digital business tools e.g. Skype, email, SharePoint and 'My Monmouthshire'

What's next over the next 3 years?

- We will help the service leads and systems administrators to understand the core systems and platforms they have responsibility for, and how they impact on internal customers as well as external ones. We will build their capacity to understand how the system works and what is possible, and will actively look to improve processes and capture efficiencies as a result.
- We will extend the digital checklist training for all existing employees as a mandatory requirement for digital skills and abilities
- We will provide specific 'training bites' where we have identified specific skills gap for individuals
- We will extend the number of Digital Champions to ensure all employees have a really good standard of digital literacy for their everyday work - We have a vision that every employee needs the same skills as a Digital Champion
- We will invest our e-learning and video capabilities to provide specific and targeted training to plug skills gaps

ii. Digital Customer Services –

We recognize that engaging with our customers in their way, not ours, is key to success. Our customers expect to transact with us with the same ease they transact with banks or retailers. If we don't make it easy for them to deal with us we run the risk of creating an industry dedicated to serving customer 'failure demand'. We know that we can reap significant economic, and customer relation benefits from digitisation. We can also gather information to guide our service re-design offerings. New voice activated SMART devices like Alexa can enable people to interact with us without having to log on to a computer to get to us. The potential to smarten up the way we deal with customers is limitless and we need to capture this market.

We have internal customers too, using the core business apps for finance, payroll and electronic storage. Sometimes the focus is on transactional efficiency and we miss the effect of the intense frustration and inefficiency arising from apps that aren't intuitive, or are cumbersome to navigate and use.

What have we done?

- We have assigned a member of the Digital Programme Office to be a Digital Customer Service specialist
- We have introduced the 'My Monmouthshire' app to manage our customer service contacts, using e-forms for end-to-end service requests that get back to the customer when we have completed the service. The use and benefits of this app have exceeded our expectations, and there is untapped potential still to come. Here are some stats for you –
 - We currently have over 30,000 users signed up to 'My Monmouthshire' out of a total population of 90,000

- 10,000 of these users are self-serving. That's 10,000 less people contacting the council by telephone or face to face.
- Over 3,000 residents have signed up for event notifications e.g. jobs
- We have end-to-end processes for Fly Tipping with turnaround falling from 30 days to 5 days.
- We have continued to generate income and manage the green garden waste via self-serve facilities – over 45% of customers have chosen this option
- Abandoned calls to the contact centre have dropped by a third
- Total calls to the contact centre have dropped by 20%
- We have gathered a significant amount of customer insights to inform our service delivery choices
- We have over 60 e-forms in the 'My Monmouthshire' suite, automating diverse services such as Council Tax, Benefits, Highways and Transport and Social Services
- We have procured a service to build a Chat Bot to automate some of the top FAQ's, starting with Waste and Highways

And what's happening over the next 3 years?

- We will be further developing the Chat Bot and other voice activated SMART devices to automate responses to all our FAQ's
- We will extend the end-to-end capabilities across all customer facing services through the My Monmouthshire app, helping to automate back-office functions at the same time.
- We will enter into the voice activated customer support market
- We are providing more online payment options for council services via a 'basket of goods' within our new payment app.
- We will actively pursue new advancements in verification and security systems to reduce fraud and protect customer data
- We will work with our internal customers to understand where we can help automate their back-office functions through core corporate apps.

iii. Business Digital Capacity and Automation –

The Council consists of a number of different services or 'businesses', with many of them being customer facing. We also have a number of support functions dealing with high volumes of routine transactions. All services have completed a digital assessment identifying their potential for digitisation of business processes and we are actively planning a pipeline of digital projects to do so. Over the last 5 years we have made big leaps in modernizing the way we work by introducing Agile Working and enabling our workforce to work in the community rather than fixed in a building. This has given us a solid platform to further improve our service delivery options using technology as enabler to automate our work and free employees to do their professional 'brain work'.

What have we achieved?

- We have completed a digital assessment with all Heads Of Service and next line reports for 37 services, identifying their visions for the future in a digital world, opportunities for automation, gaps in digital skills and knowledge, the need for the right digital tools to get the job done and how they may use their data and evidence to inform service re-design options. All have a digital action plan aligned with their Business Plans
- We have built a 'systems architecture list' to identify opportunities for joining up databases and replacing old and outdated business systems
- We have used 'My Monmouthshire' to create business automation and take manual drudgery out of the system. Check out what we mean [here](#).
- We have worked with teams to identify the very best 'tools to do the job', with our outside workforce using tablets, handheld devices and web based apps
- We have automated routine admin processes within our intranet –The Hub - for management of equipment, phones, office stationery etc.
- We have enabled self-service and self-help tools, most notably by building the Digital Hub and People Services Hub where we have provided video help and guidance on how to use the tech tools and where to find policies and guidance
- We have introduced Skype meetings for Cabinet, enabling remote attendance for our councilors and helping people with work and caring commitments to still take an active part in debates.

What's next over the next 3 years?

- We will continue to review and monitor the Digital Assessments to ensure continual digital improvement in the business
- We will extend Skype Meeting Broadcast with automated minute taking for all of our council meetings
- We will enable the public to attend our council meeting remotely
- We will extend business process automation and efficiency via the Office 365 suite of products, using:
 - Flow – saving email to a dedicated SharePoint site
 - Use of 'Planner' to manage our business projects e.g. with our operations department where they are collating projects
 - Use of Delve to help us find information across SharePoint sites that's pertinent to your own personal use profiles

- Sway for presenting information in an easy to see and use format
- We will actively pursue every opportunity to automate business processes, taking down costs and improving efficiency

iv. Technology –

‘Technology’ and ‘digital’ are not the same things. Technology relates to the underpinning mechanics, equipment and infrastructure that enables us to access the internet and all of the services it brings. Digital is the way we use underpinning technology to support the way we work and live. It essentially enables us to speed-up and automate the things we used to do manually, helps us to communicate using business and social media, and gives us access to a vast amount of online services and information. MCC has a partnership with 3 other Local Authorities and a Police Authority to provide our technology services called the Shared Resource Service (SRS), and we collaborate together to provide new integrated technology platforms and networks.

What have we achieved to date?

- We have partnered with 4 other Local Authorities to create a Shared Resource Service (SRS) providing our technology infrastructure and desktop service. This has enabled us to share a single technology infrastructure, increase resilience, apply common standards to equipment and applications and give us better procurement power.
- We have equipped our employees with the right ‘tools to do the job’ based on job roles and mobility rather than the size of their budgets or seniority in the organisation
- We have ‘remotely enabled’ all of our employees in order that they can work anywhere they need to deliver their service. All employees have the ability to Skype from a mobile device, can access business applications from anywhere, and login to workstation facilities at any MCC building. This has improved business continuity as none of our employees are tied to an office base.
- We have refreshed the infrastructure throughout all our schools, including a Wi-Fi upgrade, equipment refresh, broadband at 100mb (1gb in comprehensive schools) and moving all servers to the SRS for security and resilience
- We have tested and standardized on 3 mobile devices. Allocation of these devices is dependent upon the job role and the need to use all of the functionality as opposed to wanting a ‘new device’

What next?

- We will be further rolling out video conference facilities into all MCC office buildings, reducing the costs and wasted travel time for meetings, improving communications and improving business continuity
- We will be unifying our communications networks through the One Wales platform, realizing efficiency savings and making it possible to 'see' individuals in our partner organization as if they were in MCC
- We will be implementing the .gov.uk Wi-Fi access, meaning we can use any Wi-Fi services provided by any organization with a .gov.uk email address
- We will further rollout of mobile technology for our frontline operatives
- We will invest in an upgrade of the IT infrastructure and equipment in King Henry and Chepstow schools to move towards a standard consistent with the two new schools of Monmouth and Caldicot

v. **Data and evidence –**

We know that information is the lifeblood of the organisation, and we also have the added governance driver of GDPR relating to the management and security of our information. Good governance of our information will not only ensure its security and relevance but will also enable us to shape it to provide speedy, accurate, relevant and consistent data and evidence to inform our business decisions as well as open it up for anyone else to use freely and with confidence. In July last year we introduced a new Information Strategy and action plan and a more recent decision has been move towards the establishment of a Data Office to get maximum benefit from our information. We mustn't lose sight of the fact that we still keep paper records, and for business continuity and to support our remote working arrangements we will need to digitise them.

We can't provide good data and evidence if our information isn't stored and tagged in such a way that we can retrieve it and analyse it. Getting the basics of information management right will help us to capture the benefits of emerging voice activated technologies to provide information to our customers in a way that they expect in their daily digital lives. It requires a cultural shift that recognizes the value of information as a business and efficiency tool.

What have we achieved so far?

- We have implemented SharePoint as our Electronic Data Records Management System (EDRMS), building a number of Team Sites for sharing of information with team colleagues

- We have built an intranet upon SharePoint that integrates seamlessly with data stored on our network drives and within SharePoint itself. It hosts the People Hub, the Digital Hub and the Information Hub as well giving access to ‘help’ tools
- We have implemented an information strategy and action plan for the management of digital data
- We have collected customer insights from the My Monmouthshire App and will use this data to automate customer contact and also to inform service redesign options
- We have identified the location of information contained in applications, databases, spreadsheets, network drives, SharePoint and any other electronic storage device.

And what will we do next?

- We will integrate, co-ordinate, organize and manage the disparate data-sets and data registers to better enable decision making and policy design
- We will implement SharePoint Online as the councils main Electronic Data Records Management System (EDRMS), replacing ‘on premise’ network drive storage and enable us to organize share and present our data externally
- We will collaborate with our SRS partners to strengthen our GIS service, enabling us to present and share our data in a much more useful format
- We will identify and prioritise the paper records that require digitisation first
- We will review and organize our digital data to ensure it is accurate, clean, and a ‘single version of the truth’ in order to present it in a useful format to whomever needs to use it
- We will refresh our suite of digital information policies
- We will surface the My Monmouthshire data to enable the organisation to make better service re-design choices.
- We will work within service areas to help them understand the importance of data, and how it can be collected, stored and managed in such a way that analysis and Business Intelligence can be found at the touch of a button.

vi. Digital Platforms and Standards –

We recognize the value of having interoperable and connected digital platforms that seamlessly work together sharing information. It makes us more efficient and effective as a business. We have a number of legacy systems that are getting the job done but in a cumbersome way, and they require upgrading or replacement. We can’t do everything at once so we are prioritising the upgrade

and renewal of our systems architecture based on efficiency benefits to both the business and the customer rather than on licence costs alone. We are also ensuring that we use 'future ready' applications that will encompass the emerging technologies of Machine Learning and Artificial Intelligence.

Some of our core corporate systems such as Payroll, HR and Finance are not there simply to churn through transactions for the convenience of the support service using them. They are there as a business tools for the whole organisation. We can waste money and precious time if we don't sweat every feature and module of the system to automate processes and simplify administration across our internal users. It's just as important to make them so simple for our customers to use that they will make them a channel of choice. We aren't there yet on both a cultural and practical level.

What have we have achieved?

- We have adopted a 'cloud first' strategy with our partners in the SRS to reduce reliance on 'on premise' data storage
- The systems architecture is documented and shared with our SRS partners to identify common systems with associated contract renewal dates and costs. This will enable us to manage our systems architecture replacement in collaboration with or SRS partners
- We have jointly contracted with our SRS partners for our CRM solution, My Monmouthshire (My Council Services)
- We have adopted a set of Digital Principles that cover our approach to the development, integration, replacement of our platforms and applications.
- We have collaborated with our SRS partners on the provision of the web based CRM system 'My Council Services', sharing innovation and expertise
- Introduced O365 and Skype in accordance with the 'cloud first' strategy.

And what will we do next?

- We will work with systems administrators and service leads to understand our core systems and platforms, how the system works and the modules we use (or don't use). We will actively look to improve processes and improve efficiencies and identify the potential of our systems to enable this to happen.

- We will clearly define a System Administrators role, responsibilities, expectations and accountability towards internal and external customers. People responsible for a core business system that spans the organisation will be guided to know what it is capable of, what the business needs from it and how improvements can be introduced. It is a continuous improvement of approach.
- We will 'sweat' every system to ensure it is being used to its fullest potential and reduce the number of 'workarounds' in place that circumvent our core systems, resulting in incomplete data.
- We will implement SharePoint Online with all of the benefits that will bring in server space along with added value products
- We will jointly contract with our SRS partners for the replacement of legacy systems with cloud based, modular inter-operable applications, prioritizing the Payroll/HR system and GIS apps
- We will seek to replace our reliance on 'on premise' storage at the SRS with web based and SAS (software as a Service) systems and storage

vii. Protecting our Digital Assets and Security –

There is a very real threat to the safety and security of our digital data and services through cyber-crime and accidental data loss, as well as through insecure storage of data. We have recognised this risk and mitigated against it in the Councils risk register.

What have we achieved so far?

- Set up an 'on-premise' EDRMS through SharePoint, with team sites and an intranet for our employees to share and store their information
- Re-drafted the information strategy and associated policies and guidelines
- Created an information and GDPR site on the Intranet for staff training and development as well as for policies and guidance to ensure compliance with legislation
- Commissioned a Digital Security Service to independently review and monitor the security arrangements within the SRS, and to provide advice and guidance to MCC on good practice arrangements.
- Introduced Multi factor Authentication for remote access to our business and information systems
- Ensured the SRS have appropriate security arrangements for the infrastructure and back-up arrangements for our data
- Implemented security polices, guidance and training

What are we doing next?

- Moving to SharePoint online as our EDRMS to better manage and access our data and share it safely with the right person in the right place at the right time whilst working remotely
- Introducing enhanced security with Enterprise Mobility Licences for our very mobile workers, protecting our data from access by the wrong people whilst working in the community
- Providing mandatory cyber security and awareness training, with ongoing updates

6. Funding the Strategy

6.1 There is no doubt that implementing self-service and automation will result in business efficiency and economies, especially in transactional processes such as paying for, booking, finding information and reporting things. In fact, there is an expectation from our customers that these should be available 24/7 via the web using all manner of mobile and SMART devices. The underpinning technology is available to enable us to reap the economic benefits of reducing demand and speeding up transactional services.

6.2 MCC has made significant customer services advances in the last 18 months by investing in a web-based modular customer services app that enables us to automate many of the most frequently requested transactions, meaning that customers can use mobile devices to do business with us at a time and place that suits them. The supporting technology is not a 'digital magic wand' in itself, as there is a requirement for us to evaluate and change our supporting business processes, as well as to design and present the customer facing e-forms and information so simply that customers wouldn't want to interact with us in any other way. There is a significant need for support to make this happen, both in skills and expertise as well as project management support. There is a cost to this support expertise.

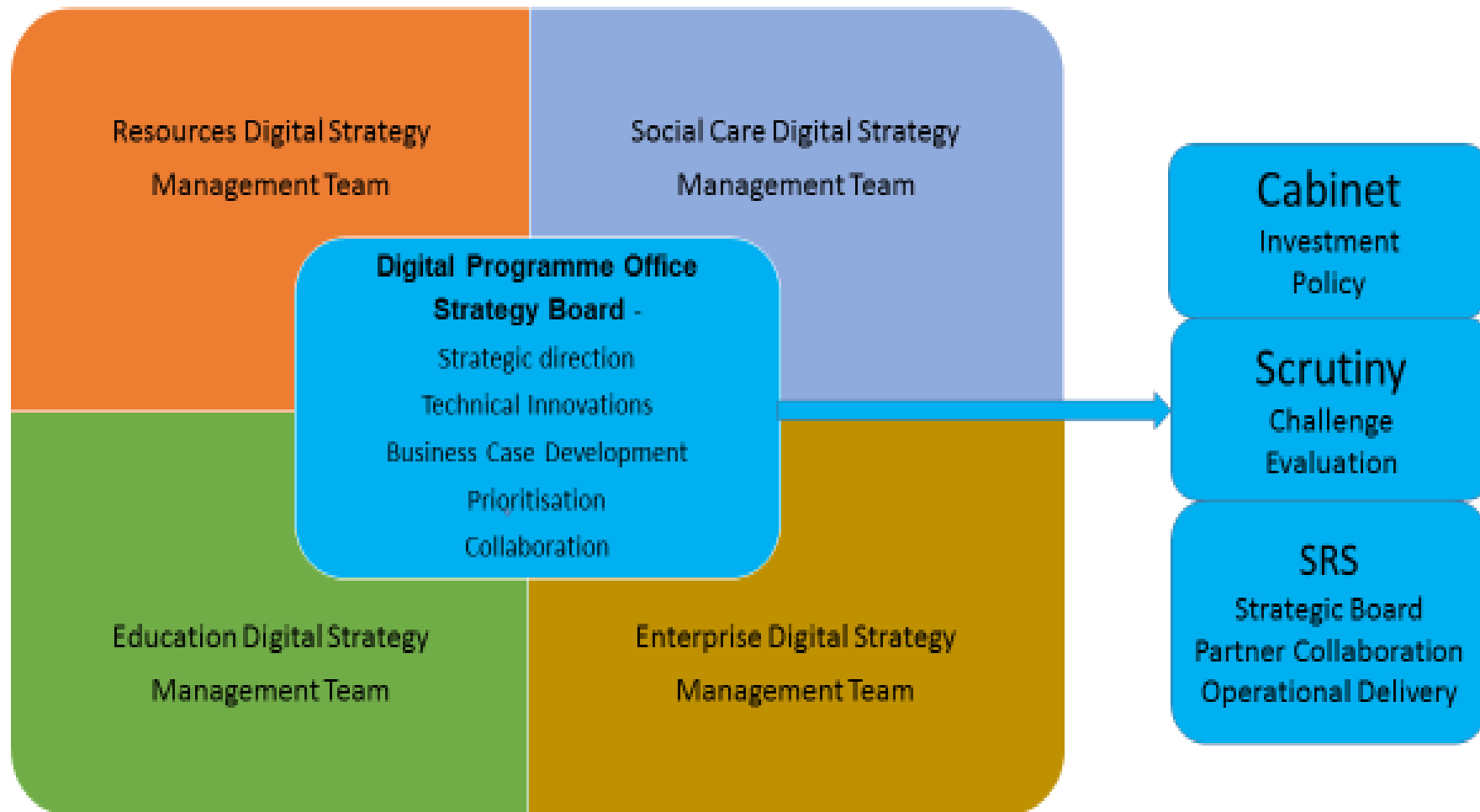
6.3 There is also a need to interface with our back-office business apps, many of them of which were built before the digital age kicked in and will need replacement with more web based modular apps that we can plug into or out of at speed as our service configuration changes. The older systems are funded in two ways, 1) with licence costs to operate the system and 2) by the physical servers that the systems sit on. We can't ignore the fact that many of the older systems use technology that's almost obsolete as well as being unable to 'talk' to our other systems meaning that we have to manually sort, collate and integrate data to make it useful.

- 6.4 So, implementing the strategy will require investment in several areas –
- a. In project and change management support to help our colleagues modernize and automate their business processes
 - b. In updating the supporting business systems architecture used by our colleagues and partners to make the very best of the efficiencies brought by new emerging technologies
 - c. In changing the technology model away from a capital model of physical, on-premise servers located in a data hall that need replacement, maintenance and support to annual revenue charges for Software as Service models which take the guess work out of supporting them.
 - d. In updating the supporting communications technology infrastructure and networks provided by the SRS
- 6.5 In order to make the very most of the return on investment in digital services we will require every project to have a business case detailing the investment cost of a-d above as well as the anticipated efficiency and real cash savings we can reap as a result. Projects will be supported and prioritized by the Digital Programme Board, with investments being funded either through revenue budget savings or through the ICT investment reserve by agreement of Cabinet.

7. The Governance Arrangements

7.1 The Digital Programme Office is aligned to all of the key strategies. It is also aligned to the operational needs of our service area to enable them to reduce demand and support automation and self-service as well as to re-design service offerings. This is effected through the Directorate Digital Strategy Teams headed up by respective Chief Officers. This ensures that any investment in employee and financial resources is prioritised and targeted to get the maximum return on investment, not just within Directorates but across the whole council and into communities.

7.2 The Digital Programme Office manages a pipeline of digital projects which are prioritised by the DPO Strategy Board chaired by the Chief Executive and attended by the DPO and the Chief Officer Resources. The DPO feed into Cabinet and Scrutiny for investment, challenge and policy. Our Cabinet member is the chair of the SRS board alongside our Chief Executive, the Section 151 Officer sits on the SRS Finance Board and the Head of Digital sits on the SRS Operational Boards managing partner collaboration and operational delivery.



7.

8. The Performance Arrangements

8.1 The digital strategy describes our vision for a new mind set with digitisation becoming part of everyday work and life. Its main focus is putting the human into digital, with technology as an enabler rather than the other way around. Historically our performance has been measured through outputs e.g. the number of digital training courses provided, the number of apps we use, the annual revenue cost of our systems architecture, the number of laptops issued etc. Measures of this sort miss the point as they don't account for the cultural shift in mind set required from our workforce to operate in a digital world as a cultural norm.

8.2 For this reason we will measure our performance against this strategy based on a digital maturity model. Digital maturity assessments are being undertaken across the council, starting with Digital Leadership and progressing down to operational levels. The assessments are undertaken alongside the service teams who agree an action plan which can be used to measure their performance and growth through the digital maturity model.

8.3 The assessment will identify where each service sits on a number of fronts –

- Digital leadership and forward thinking
- Digital knowledge and skills
- Keeping and using our data resource
- Automation and self service
- Tools and Equipment

8.4 The assessment seeks to gain an understanding of the drivers for digitisation, through government policy, economic drivers and most importantly through the expectation and demands of our customers and stakeholders at any level. The service is expected to take ownership and responsibility for digitisation. They are the experts in their service and it's in their gift to drive their

own digital journey. The DPO are there to provide digital expertise and knowledge and assist with project planning and business case development. The service area will report their story and progress through their business plans.

The Digital Maturity Model



> Has little or no knowledge of future digital trends for their service area
 > Lack of knowledge of digital skills across the service area
 > Limited knowledge of data use and governance
 > Predominantly reliant on paper based processes and little knowledge of the need for self-service
 > Not aware of tools and equipment available or what is available to help use them to improve service delivery

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> Has slight knowledge of future trends for their service area
 > Low digital skills across the service
 > Has an understanding of the importance of information and data but lacks the knowledge on how to use it
 > Moving away from paper based processes but has little lack of knowledge on where they can apply automation/self-service for the customer benefit
 > Understand how tools and equipment can benefit working practices but hasn't yet initiated a change

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> Is planning with an eye to future trends for their service area
 > Understands what digitisation can do for the service but hasn't got a plan together to address it
 > Good understanding of data, its potential use and categorisation and is able to identify how it can be used
 > Actively seeking automation and self-service opportunities
 > Have identified the tools and equipment appropriate to their service area

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> Has started prototyping/piloting projects
 > Able to use all available digital tools and skills within the service
 > Uses data to inform decision making and service redesign
 > Have implemented end-to-end automation in some areas
 > Utilises the appropriate tools and equipment to do the job

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> Is digitally aware and forward thinking with an eye on the possible
 > Looking at alternative tools and learning new digital skills
 > Actively promotes and uses open data principles and use of data for service re-design, decision making and worldwide policy making
 > Utilising artificial intelligence and prototyping new technologies to automate processes
 > Uses new tools and equipment to do the job but is also sourcing new technologies

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Action Plan

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
<p>Building a digitally skilled and enabled workforce.</p> <p>Incorporating digital capabilities into Job Descriptions for all employees</p> <p>Designing digital training programmes tailored to MCC specific skills gaps identified in digital assessments</p> <p>Incorporating digital checklists and skills into corporate induction</p> <p>We will help the service leads and systems administrators to understand the core systems and platforms they have responsibility for, and how they impact on internal customers as well as external ones. We will build their capacity to understand how the system works and what is possible, and will actively look to improve processes and capture efficiencies as a result.</p> <p>We will extend the digital checklist training for all existing employees as a mandatory requirement for digital skills and abilities</p> <p>We will provide specific ‘training bites’ where we have identified specific skills gap for</p>	<p>It will give our workforce the knowledge, skills and digital culture to design ‘Future Ready’ services that meet the expectations of a digital world.</p> <p>It will mean that our people can be digital catalysts to pass on their knowledge to friends, family and the community helping them to become more connected.</p> <p>It will enable our schools and teachers to provide digital teaching and learning facilities, helping our young people to build digital capabilities for the future work opportunities in a digital world.</p>	<p>Lifelong well-being.</p> <p>Thriving and well-connected county.</p> <p>Future - focussed Council.</p> <p>Corporate plan.</p> <p>People strategy.</p> <p>PSB wellbeing plan</p> <p>Provide young people with a good start in life</p>	<p>Increasing the digital maturity score for each service for digital knowledge and skills</p>	<p>Sian Hayward</p>

<p>individuals</p> <p>We will extend the number of Digital Champions to ensure all employees have a really good standard of digital literacy for their everyday work - We have a vision that every employee needs the same skills as a Digital Champion</p> <p>We will invest our e-learning and video capabilities to provide specific and targeted training to plug skills gaps</p>				
<p>Digital Customer Services</p> <p>Identifying through digital assessments through key customer facing processes for 'end to end' digitisation within the My Monmouthshire app.</p> <p>We will be further developing the Chat Bot and other voice activated SMART devices to automate responses to all our FAQ's</p> <p>We will extend the end-to-end capabilities across all customer facing services, utilizing the My Monmouthshire app</p> <p>We will enter into the voice activated customer support market</p> <p>We are providing more online payment options for council services via a 'basket of goods' within our new payment app.</p>	<p>It will enable our customers to transact with the council with the same ease that they transact with banks and retailers.</p> <p>It will enable us to automate self-service and routine transactions, reducing demand and saving money. It will also free up our employees to do the things that machines can't.</p> <p>It will enable us to gain valuable digital customer insights to inform future decision making.</p> <p>Our customers will be able to help themselves without having to transact with us during office hours.</p>	<p>Thriving and well-connected county.</p> <p>MTFP</p> <p>PSB Wellbeing plan</p> <p>Protect and enhance the resilience of our natural environment</p> <p>Future focussed council</p>	<p>Identifying financial savings related to digitisation.</p> <p>A reduction in customer contact and failure demand as measured by the contact centre and customer insights from My Monmouthshire.</p>	<p>Emma Jackson</p>

<p>We will actively pursue new advancements in verification and security systems to reduce fraud and protect customer data</p>				
<p>Business Digital Capacity and Automation</p> <p>Use digital assessments to identify areas where digitisation and automation will release service benefits.</p> <p>Working with service areas to identify the benefits of digitisation and support the development of business cases</p> <p>Work with service areas to develop action plans enabling automation and digitisation and releasing the economic and efficiency benefits.</p>	<p>Digitisation will give us the service insights and data/evidence to inform service re-design options.</p> <p>It will help us to scope and design the digital solutions we need to solve to residual business problems rather than be sold a digital solution to a problem we don't have.</p> <p>It will put the human touch into digital, finding ways to automate and deliver our business more effectively and economically through really good digital design incorporating artificial intelligence and machine learning.</p> <p>It will free up our employees to apply their professional judgement to non-routine business problems. It will free our people up to do the brain work and provide emotional responses that machines can't.</p> <p>We will be able to provide services without the need for our employees or customers to travel to an office base.</p> <p>Our carer's and operational employees will be able to work effectively in the community using digital apps to optimise route planning and access real time information.</p>	<p>MTFP</p> <p>Thriving and well connected county</p> <p>People strategy.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating against climate change</p>	<p>Monitoring the number of digital projects coming through the pipeline along with the ROI in financial and efficiency terms.</p>	<p>DPO officer responsible for the directorate support.</p>

<p>Digital platforms and standards</p> <p>Work with the SRS and partners to collaborate on the procurement of common interoperable digital platforms and standards, reducing costs, increasing efficiency and limiting support and maintenance commitments.</p> <p>Adopt a 'cloud first' principle, reducing the reliance on physical data halls and increasing the resilience of the application through SAS (software as a service)</p> <p>Ensuring that all applications are procured with the customer at the heart of the specification, and utilizing 'future ready' technologies of AI, Machine learning and emerging technologies of Block Chain.</p> <p>We will work with systems administrators and service leads to understand our core systems and platforms, how the system works and the modules we use (or don't use). We will actively look to improve processes and improve efficiencies and identify the potential of our systems to enable this to happen.</p> <p>We will clearly define a System Administrators role, responsibilities, expectations and accountability towards internal and external customers. People responsible for a core business system that spans the organisation will be guided to know what it is capable of, what the</p>	<p>It will equip our workforce with simple, effective and reliable 'tools to do the job' without having to worry about the underpinning security and networks sitting behind their smart devices.</p> <p>It will give us resilient and robust infrastructure and communications networks that are safe and secure from data loss and cyber-attack</p> <p>We will have interoperable standard platforms that people can plug into at speed and that require very little expertise to use, support and maintain.</p> <p>We will reduce the need for physical data halls that require technician support and maintenance, replacing them with cloud based SAS systems.</p> <p>Our workforce won't have to think about what underpins the technology any more than they think about what underpins the national grid.</p> <p>We will be able to 'sweat' our digital assets, making the most economical of them in preference to having a suite of discrete and non-integrated applications. In particular, we will use all of the added value products included in our Microsoft Enterprise agreement, making the most of this investment to improve business practices.</p> <p>We will be able to collaborate with other partners to release economies of scale, buying power and expertise.</p> <p>We will be able to maximize the engagement with our communities through simple and intuitive digital</p>	<p>People Strategy</p> <p>MTFP</p> <p>Thriving and well connected county</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating against climate change.</p>	<p>The number and quality of new applications and standards measured by realisation of the ROI from business cases</p>	<p>Sian Hayward</p>
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<p>business needs from it and how improvements can be introduced. It is a continuous improvement of approach.</p> <p>We will 'sweat' every system to ensure it is being used to its fullest potential and reduce the number of 'workarounds' in place that circumvent our core systems, resulting in incomplete data.</p> <p>We will implement SharePoint Online with all of the benefits that will bring in server space along with added value products</p> <p>We will jointly contract with our SRS partners for the replacement of legacy systems with cloud based, modular inter-operable applications, prioritizing the Payroll/HR system and GIS apps</p> <p>We will seek to replace our reliance on 'on premise' storage at the SRS with web based and SAS (software as a Service) systems and storage</p>	<p>products.</p>			
<p>Data and Evidence</p> <p>Developing a rigorous approach to data governance policies, ensuring that our data is correctly categorized, tagged, and stored with appropriate retention guidelines applied</p>	<p>It will give us reliable data and evidence to underpin business decisions and service re-configuration, ensuring we make the best use of our resources.</p> <p>We will comply with legislation and have accurate, reliable, usable, accessible data and records.</p>	<p>MTFP</p> <p>Thriving and well connected county</p>	<p>Percentage introduction of the EDRMS throughout service areas</p>	<p>Sian Hayward</p>

<p>We will integrate, co-ordinate, organize and manage the disparate data-sets and data registers to better enable decision making and policy design</p> <p>We will implement SharePoint Online as the councils main Electronic Data Records Management System (EDRMS), replacing 'on premise' network drive storage and enable us to organize share and present our data externally</p> <p>We will collaborate with our SRS partners to strengthen our GIS service, enabling us to present and share our data in a much more useful format</p> <p>We will identify and prioritise the paper records that require digitisation first</p> <p>We will review and organize our digital data to ensure it is accurate, clean, and a 'single version of the truth' in order to present it in a useful format to whomever needs to use it</p> <p>We will refresh our suite of digital information policies</p> <p>We will surface the My Monmouthshire data to enable the organisation to make better service re-design choices.</p> <p>We will work within service areas to help</p>	<p>It will enable us to safeguard and protect vulnerable people by sharing data with other government agencies such as health and police.</p> <p>We will be able to open up our de-personalised data to the world without having to manually manipulate and cleanse it first.</p>			
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them understand the importance of data, and how it can be collected, stored and managed in such a way that analysis and Business Intelligence can be found at the touch of a button.				
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How we will Evaluate Progress

Performance Management is about ensuring a shared understanding of what needs to be achieved and the steps needed to make sure that it happens. This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

The Progress will be evaluated by –

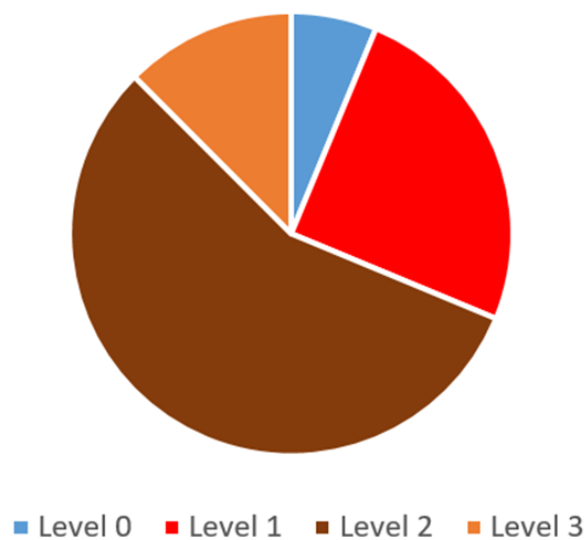
- Through the digital assessments and monitoring of the associated action plan progress
- Through the bi-monthly Directorate Digital Strategy Team meetings
- Through monthly progress meetings of the Digital Board
- Reported quarterly through the Business Plan
- Progress reporting and scrutiny of major corporate projects to the Economy and Development Select Committee

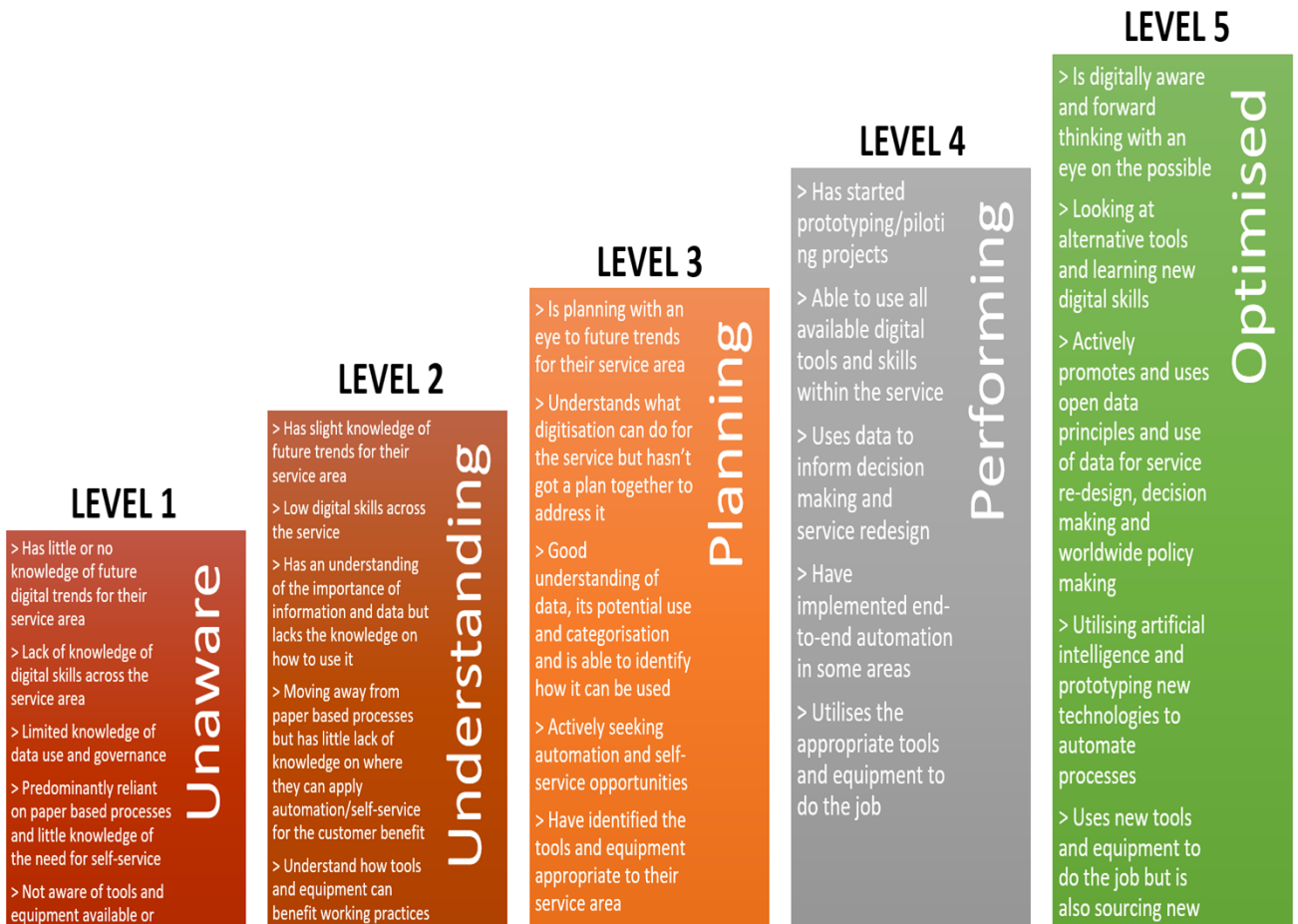
Performance Indicators

Delivery of this strategy is via the Digital Business Plan which has the targets set out below. The pie chart shows the actual performance for 207/18

Indicator	Actual 2017/18	Target 2018/19	Target 2019/20	Target 2020/21
Overall Leadership Digital Assessment Levels (1-5)	Level 2	2.5	3	3.5
Digital vision and future thinking	Level 2	2.5	3	3.5
Digital Knowledge and Skills	Level 2	2.5	3	3.5
Information and Data	Level 2	2.5	3	3.5
Automation	Level 2	2.5	3	3.5
Digital Tools	Level 2	2.5	3	3.5

Overall Score





Risks

Corporate governance sets out, co-ordinates and aligns the organisational processes and frameworks that will need to come together to deliver this plan at a whole-council level. There will be risks attached to this and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan and mitigating actions have been identified:

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Imp-act	Risk Level		Year	Likelihood	Imp-act	Risk Level
That we are unable to deliver at a speed to enable major service redesign in time to achieve budget and efficiency gains.	Digital Assessments have identified a pipeline of work for automation and the need for new integrated platforms and applications. The volume of work has impacted on the ability of the DPO and the SRS to respond within its current resource and funding packages.	18/19	Likely	Major	Medium	That we use data and evidence to evaluate the business needs, enabling SLT SMT to focus on the most important and cost effective solutions first. Assist service areas to identify business benefits and build business cases for investment using good data and evidence to support the business case and realise a return on investment.	18/19	Possible	Major	Medium
		19/20					19/20			
		20/21					20/21			
That services are not able to identify areas for digitisation and automation and hence reap the business benefits.	There is evidence through Digital Assessments that services are not actively evaluating their existing processes to find opportunities to reap the benefits of digitisation. There is also evidence that there is	18/19	Likely	Low	Low		18/19			
		19/20					19/20			
		20/21					20/21			

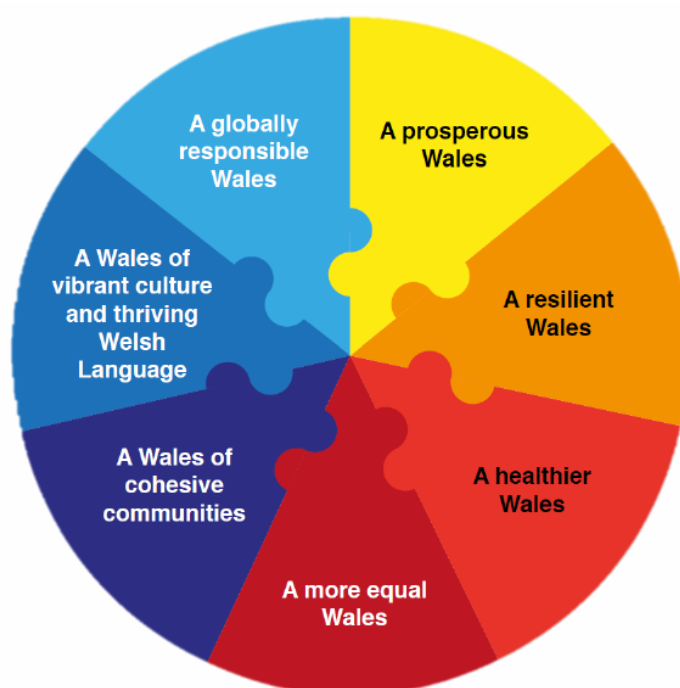
	a lack of overall digital vision and leadership.									
That we are not able to find the capacity and expertise to implement the EDRMS in time to realise the business benefits of good data to support service redesign and policy making.	The current network drive storage is basic and doesn't include the features to automatically categorise and tag data with retention guidelines. The network drives need a considerable amount of manual sorting and management meaning that our data can be duplicated with several versions of 'the truth'. The accuracy of the data is in doubt and it is not easily turned into useful data for decision making.	18/19 19/20 20/21	likely	Major	Major	Develop a business case for investment in the project management skills to implement and administer the EDRMS across the council.	18/19 19/20 20/21	Possible	Major	L

Appendix - National Policy Context

Put some of the national standards in here i.e. the Digital standards, the WG digital strategy.

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan.



The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below,

In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following 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 considering their views.
- Working in collaboration with others.
- Putting resources into preventing problems

All the current decisions made by the council and its cabinet are assessed using a Future Generations Evaluation which ensures equality and sustainable development are considered fully in the decisions we take. The 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.

All of the 7 segments of the Wellbeing of Future Generations Act are covered by this digital strategy. We are committed to using digitisation to reduce the impact on the environment, to enable our communities to be connected, to prosper in a digital world through digitised access to services and information, to improve digital skills and abilities in order to connect and use sustainable services.

We also have national policies and strategies in the Digital World as follows;

Local Government digital standards <https://localgov.digital/service-standard>

UK Government digital strategy <https://www.gov.uk/government/publications/uk-digital-strategy>

Wales Digital Strategy <https://gov.wales/topics/science-and-technology/digital/?lang=en>

Education Digital competence standards <http://learning.gov.wales/resources/browse-all/digital-competence-framework/?lang=en>

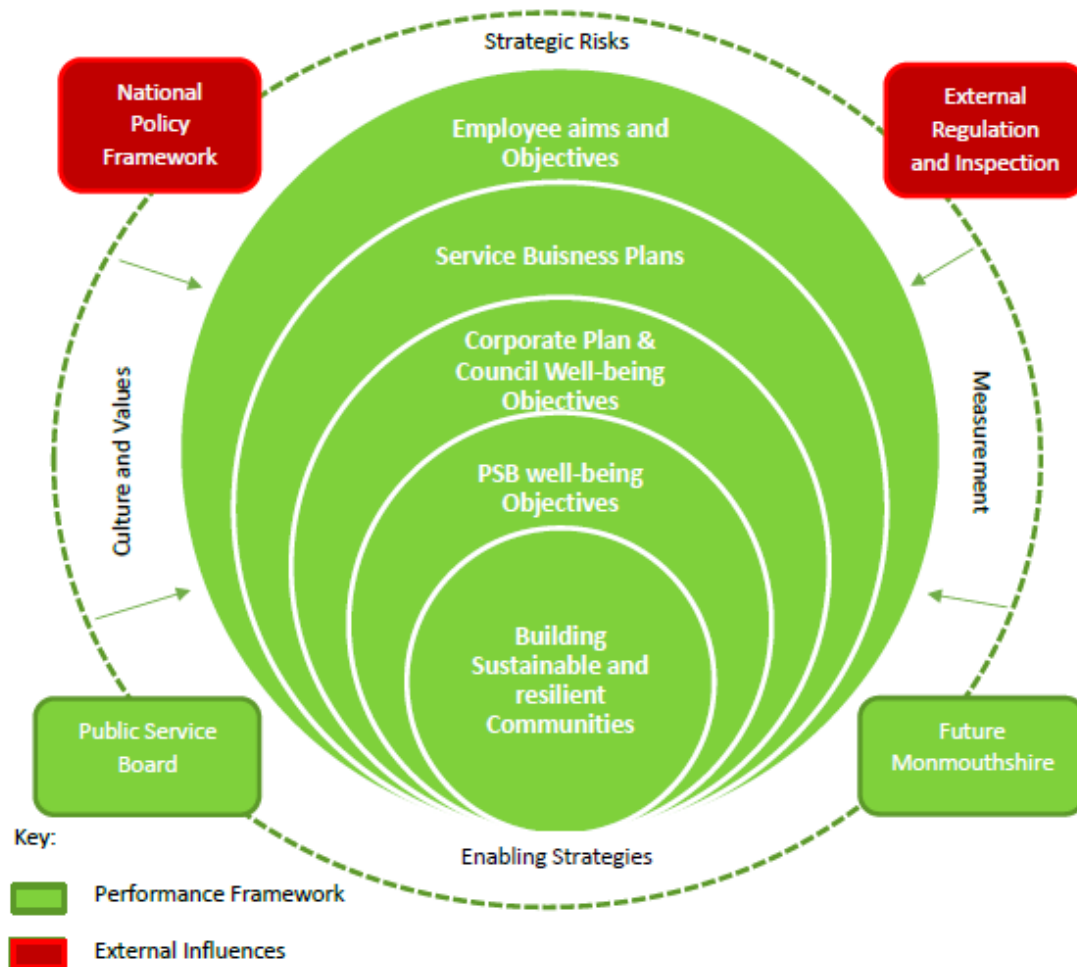
Appendix – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework” that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council’s own well-being objectives are set by councilors based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>The Public Service Board will produce a local well-being plan in 2018</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>

	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
	<p>Social Justice</p> <p>Our commitment as a Council to Social Justice setting out our purpose, our intentions and activities</p>	
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)





<p>Name of the Officer completing the evaluation Sian Hayward</p> <p>Phone no: 07971893998 E-mail: sianhayward@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To present the Digital Strategy 2018/2021</p>
<p>Name of Service</p> <p>Digital & Agile</p>	<p>Date Future Generations Evaluation form completed 26/05/18</p>


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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The themes of the Digital Strategy are to use technology to increase digital skills in education, in our workforce and stimulate the digital economy in Monmouthshire, generating wealth and jobs.</p>	<p>Every aspect of this strategy and associated business plan is to develop a sustainable and economically viable digital economy for future generations.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Digital economies, including digital infrastructures will enable business and government to communicate without travel and provide information without print and associated consumables, with a positive effect upon climate change. It will also enable businesses to thrive and the economy to improve in digital industries. The use of flexible ICT platforms and a robust and future proof ICT infrastructure and networks will enable businesses and government to provide sustainable, nimble and adaptable services.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Digital access to our Social Care and Leisure Services via Digital comms and apps improve the accessibility to information and services in the areas of physical and mental wellbeing.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Digital self-service and end-to-end customer services will help our communities to be better connected and safe. Appropriate sharing of our data with other organisations such as police, fire and health will also keep people safe. Supporting schools to increase digital skills will help with the development of the digital economy in Monmouthshire and will support the viability and sustainability of communities.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Effective digital government services, communications and infrastructure will enable businesses to grow, people to find information and communicate with each other and stimulate the digital economy and jobs in digital industries.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach</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>Digital information and services are being improved across our cultural and leisure services, enabling electronic transactions 24/7 through the customer services app, My Monmouthshire.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Digital services will assist people with protected characteristics to access information and services in our rural community. They will also provide better employment opportunities for people working in digital industries.</p>	<p>Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.</p>

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The digital world is moving at pace and is the future of everything we do. This strategy will ensure we reap the benefits of digitisation to capture short term economic and efficiency benefits as well as support investments in emerging and innovative technologies to reap the long term benefits globally, for our local communities and the Council.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>MCC works in collaboration with its partners in the Shared Resource Service as well as other public and private industries to deliver technology platforms and apps as well as the cultural changes to thrive in a digital world. The strategy also supports partnership working through, for example, crowd funding projects to capture the benefits of emerging new technologies like Block Chain and machine learning. Our partners also include existing technology suppliers who work on bespoke requirements for us to make the most of our technology apps and platforms.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Our stakeholders include our communities, local businesses, schools, suppliers and employees of MCC. We also have wider stakeholders in supporting central government policy decisions for digitisation. In devising this digital and technology strategy we have gathered evidence from all groups to support our direction of travel and what is important for them in the digital world.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Implementation of this strategy will ensure we keep pace with industry standards and emerging new technologies in order to build sustainable digital solutions to assist the business and community to grow. There will be a need for investment in some key areas, though in the digital world the majority of investments reap both economic and efficiency rewards to offset the costs involved. Resources will be assessed on a business case by business case basis.</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="331 277 504 485">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="544 201 1317 564">Technology is a vital part of living, learning and working. Implementing the strategy and planning for the next 3 years on a rolling basis will stimulate the digital economy and jobs market at the same time as providing electronic information and services. Many digital technologies are targeted at wellbeing issues, from making the most of apps that measure health issues to using AI to assist the most vulnerable to stay in their own homes, or simply for people to access services online. Every aspect of digitisation is intended to assist the wellbeing of our communities; improving inclusion and helping them access the facilities of the council.</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.

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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	Digital services will assist the elderly to access information and services. Government services can share health, housing and care information for the elderly, enhancing the quality of care. MCC internal digital adult care system will enable workers to have accurate and timely information on client care	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Disability	Digital services will assist people with mobility problems to access information and services.	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Gender reassignment	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Marriage or civil partnership	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Race	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.

<i>Protected Characteristics</i>	<i>Describe any positive impacts your proposal has on the protected characteristic</i>	<i>Describe any negative impacts your proposal has on the protected characteristic</i>	<i>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</i>
Religion or Belief	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sex	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Sexual Orientation	No impact	No impact	Where any negative impacts are identified the team will seek to address them by taking an inclusive approach.
Welsh Language	Digital communications from MCC systems such as the web site and My Monmouthshire app will be provided in English and Welsh	No impact	The Welsh language will continue to be promoted by the Digital Service through all digitally published material.

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	The provision of digital information services and improved social care apps will assist with the provision of care and information and therefore assist with the safeguarding of vulnerable children and adults. An example of this is sharing information between police, health and care workers in order to provide a more rounded picture of individuals and their care/safety needs.	The purpose of this strategy is to be inclusive to all therefore no negative impacts are anticipated in relation to this particular group.	We will continue to develop apps and digital services in order to provide accurate information to carers and families, even in people's homes, to assist with speedier service provision and assessment of needs. Security of data will be enabled by simple electronic security on mobile devices and apps.
Corporate Parenting		The purpose of this strategy is to be inclusive to all therefore no negative impacts are anticipated in relation to this particular group.	

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

Evidence collected over the last two years from Government, Partner organisations, MCC's strategies and plans, employees, businesses, communities and the general public and business cases.

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?

- i. Digitisation will enable end-to-end customer services and the ability for people to engage and transact with the council at times convenient to them
- ii. The safe sharing of digital data with police and health colleagues will enable a more joined-up approach to care of vulnerable people in our communities
- iii. Increasing the digital skills of our workforce will enable them to pass this knowledge on into communities and families to help them function in this digital world.

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

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:	07/21
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REPORT

SUBJECT: People Strategy

MEETING: Cabinet

DATE: 25th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 The purpose of this report is to present the next iteration of the Council's People Strategy and accompanying action plan.
- 1.2 To seek endorsement of the strategy as the principal means of ensuring our people and organisation are supported and enabled to deliver solutions to increasingly complex challenges and secure ongoing improvement.

2. RECOMMENDATIONS

- 2.1 That Cabinet considers the draft Strategy and action plan for approval as our overarching framework for People and Organisational Development. To support its role in ensuring the organisation is equipped with the collective capacity, capability and mindset to meet financial and improvement challenges and respond to opportunities that present.

3. KEY ISSUES:

- 3.1 We know that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to continued austerity, rising demand and increasingly challenging demographics. "People to Purpose" is the latest iteration of our People Strategy and continues to build on the activities and outcomes of the last version "Monmouthshire People".

The previous iteration focused on creating the conditions for our people to thrive and we have made progress in shifting our culture from a more traditional hierarchical, reactive one to one which is more networked, flexible, proactive and innovative reflecting our organisational values of openness, teamwork, fairness and flexibility whilst being able to better demonstrate the impact of what we do. We are not there yet, and the themes identified in this strategy reflect the areas we need to address to support and enable our people to succeed.

The themes identified, outline in more detail, our progress to date, what works and what doesn't and how we plan to continue to deliver people and organisational development.

Our Themes include:

- Health Safety and Well – Being
- Accountability and Responsibility
- Workforce Planning/ Inclusion and Diversity
- Learning and Development
- Operating Model/Structure, systems and data

4. REASONS:

- 4.1 We need an approach to people and organisational development that is comprehensive, based on evidence and intelligence that equips our people with the tools and mind-set to tackle problems; optimise opportunities and drive improvement in an increasingly challenging environment. We have a responsibility to be sensitive and supportive of the health and well - being of our colleagues to ensure that they are effectively engaged and motivated to succeed.

5. RESOURCE IMPLICATIONS:

- 5.1 There are no direct financial resources associated with the report at this stage and specific programmes that require additional support on an 'invest to generate/ save' basis will be brought through the relevant approval channels.

6. CONSULTEES:

Senior Leadership Team
Economy and Development Select Committee
People Services teams

7. BACKGROUND PAPERS:

People Strategy

8. FUTURE GENERATIONS IMPLICATIONS:

- 8.1 The People Strategy goes to the heart of our continued social and economic sustainability – both as a Council and County. It is a strategy for all, but recognizes there is 'no one size fits all' and if applied as intended, will create the conditions and culture for people to fulfil their potential in a way that is right for them.

The significant and positive Future Generations impact identified in the assessment are summarised below for members' consideration:

- Our approach to Workforce planning involves ensuring we have the right people ,with the right skills and knowledge now and in the future

and through working in partnership with our colleagues both on and off the payroll we look to develop joint solutions to organizational and societal problems.

- The actions identified reflect the views and comments we receive via a number of different channels including questionnaire, feedback from regulators, training sessions and “on the grapevine” commentary and reflect preventative approach to dealing with the organizational problems that we
- We aim to provide a coherent frame work for the provision of apprenticeships/internships and cadetships that provide learning and development opportunities through paid employment for young people.
- Through the provision of training on the specific goals to raise awareness and to generate new behaviours to ensure the well – being of individuals for current and future generations.

The actual impacts from this report’s recommendations will be reviewed every year and criteria for monitoring and review will include the monitoring of performance indicators through relevant service improvement plans.

AUTHOR:

Tracey Harry – Head of People Services and Information Governance

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Phone: 07796 610435

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PEOPLE STRATEGY

Monmouthshire County Council

Version Control

Title	People Strategy
Purpose	The strategy connects people to purpose to improve performance and deliver better outcomes
Owner	Tracey Harry
Approved by	
Date	
Version Number	1
Status	draft
Review Frequency	Annual
Next review date	April 2019
Consultation	Strong Communities Select; SLT

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Cabinet Member Foreword:

Our people are the bedrock of all that we do, our success depends upon them. Despite increasing demand and reduced numbers we continue to provide over 700 services and the commitment, dedication and team work shown by our colleagues is testament to their professionalism and desire to deliver excellent services to our citizens. Our values of Openness, fairness, flexibility and teamwork are reflected in our culture “the way we do things around here”. Our colleagues are encouraged to be bold and ambitious in what they try to achieve, we expect the best and we are not disappointed.

We face ongoing challenges and we know that our citizens demand better, more accessible services 24/7. Our corporate plan, reflects our aspirations and priorities and we have outlined 22 objectives we want to achieve by 2022. Our workforce are fundamental to their achievement. To be successful we must ensure that their well- being, skills and knowledge are maximised to enable them to continue to thrive now and in the future.

This latest iteration of the People Strategy aims to build on the outcomes already achieved and to complete activities that are a work in progress. The key themes identified in the strategy, Health and Well – being; workforce planning; accountability and responsibility; Learning and development, and Operating model, reflect what our colleagues, data and intelligence is telling us needs to improve to enable and support our colleagues to be the best they can be.



Cllr Phil Murphy
Cabinet Member for Resources

Executive Summary

Introducing People to Purpose

We know that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to financial challenges, rising demand and increasingly challenging demographics. “People to Purpose” is the latest iteration of our People Strategy and continues to build on the activities and outcomes of the last version “Monmouthshire People”.

People to Purpose seeks to update, supplement and refresh these in order to enable our colleagues to deliver our organisational purpose of “building resilient and sustainable communities” as articulated in the ambition and objectives outlined in the new Corporate Plan whilst also responding to evidence from colleagues, organisational data and intelligence regarding areas where we need to improve.

The previous iteration focused on creating the conditions for our people to thrive and we have made progress in shifting our culture from a more traditional hierarchical, reactive one to one which is more networked, flexible, proactive and innovative reflecting our organisational values of openness, teamwork, fairness and flexibility whilst being able to better demonstrate the impact of what we do. We are not there yet, and the themes identified in this strategy reflect the areas we need to address to support and enable our people to succeed.

Our Themes

The themes identified, outline in more detail, our progress to date, what works and what doesn't and how we plan to continue to deliver people and organisational development.

Health, safety and well-being

Our numbers are reducing and our workforce are exhibiting signs of increased pressure reflected in increasing levels of psychological (stress and mental well-being) absence. Our agile approach means we are not always in face to face contact and so we must ensure that our workforce remains healthy and engaged so that performance is maximised and colleagues feel valued and motivated to achieve.

Accountability and Responsibility

Our colleagues tell us we need to strengthen our individual performance management arrangements and tackle poor performance better. Our CICO appraisal system and introduction of mandatory training need to be built on to ensure individuals understand their responsibilities and can be better held to account for performance.

Workforce Planning/Inclusion and diversity

To enable us to thrive now and in the future we not only need to have the right people with the right skills, knowledge and behaviours today but we also need to think and plan ahead to future proof our workforce. We must be prepared for the challenges and opportunities that reduced levels of funding, an increasingly aging workforce operating within an ever more digital, automated environment present. We must capitalise on benefits of diversity, graduate talent and expertise and provide opportunity for apprenticeships and cadetships that benefit the individual and the organisation.

Learning and Development

Investing in talent management is recognised as key to ensuring colleague engagement and organisational effectiveness. The introduction of management induction and our EVOLVE programme for considering organisational/societal problems supplements our existing leadership pathways and we plan to do more to develop and grow our organisational talent to respond to the challenges we face.

Operating Model/Structure, Systems and Data

Data, information and intelligence provide the basis on which to act. We continue to improve our data and systems to support managers to identify problems, plan and act to improve their services.

A plan for action

We have clear priorities for action over the course of the next three years and these are articulated in the action plan and include:

- Review effectiveness of attendance management approaches in problem areas
- Implement and monitor a new Occupational health services.
- Produce regular management reports on skills and knowledge base of workforce
- Review and amend HR policies and management guidance in response to organisation need
- Use data and evidence to support HR business partnering meeting to improve management and organisational effectiveness.
- Develop a framework for apprenticeships, internships and cadetships
- Develop, in collaboration with partner LA's a tender specification for a new HR/payroll system

- Continue to develop HR dashboard to improve accessibility for managers

We have identified a range of qualitative and quantitative measures which will help us to evaluate and measure progress, some key measures being:

- Sickness days lost per FTE/ percentage psychological sickness
- Turnover
- Number of workforce plans developed
- Number of apprenticeships/internships supported
- Percentage of workforce undertaken mandatory training
- Percentage of people that agree that local council provides high quality services
- Number of disciplinary processes
- Percentage CICO recorded
- Increased digital interactions with organization
- Staff surveys
- Regulatory feedback
- Direct colleague feedback from workshops

Summary of key messages

- People to Purpose brings together key activity strands and initiatives that relate to our people and organisational development
- The strategy is a living and breathing document that will adapt and change over time
- It helps to link our development of people, to our core purpose and corporate objectives.
- It acts on data and intelligence
- It flows from our commitment and belief that health and well-being plus skills and knowledge are key to success
- It enables our people to be proactive and accountable for their performance.

Introduction

“People to Purpose”, is the latest iteration of “Monmouthshire people” our current People and organisational development Strategy’, published in 2015. Building on “ Monmouthshire People”, People to Purpose, continues to build on our belief that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to reduced levels of funding, rising demand and increasingly challenging demographics. As public servants, in Monmouthshire, we are committed to building a culture, founded on our organisational values and expected behaviours, which we believe, will enable our people to deliver against our purpose of “building sustainable resilient communities”

Progress on previous People and organisational development Strategy

“Monmouthshire People “our previous people and organisational development strategy focused on creating the conditions for the workforce to thrive and delivering impact in measureable outcomes. The strategy focused on the following key themes:

- Our Work Environment
- Engaging our people
- Building Careers
- Training coaching and development
- Diversity, Inclusion and well- being
- And bringing it all together

Significant progress has been made against each of the themes and we have moved a long way to creating the conditions for people to thrive. The People Services annual reports [2015/16](#) and [2016/17](#) outline what we have achieved so far and below are some examples of the activities we have engaged in which has shifted the organisational culture to enable the organisation to respond to the challenges we face reflecting the values, and behaviours we are committed to.:-

- Development of People Services hub to include a range of guidance, workflows, FAQs around a range of issues such as managing sickness, workforce planning, to enable the workforce to have easy access to information at all times.
- Key policy review eg Attendance and Managing sickness, Fairness at work (grievance); Disciplinary Policy, Volunteering. Each policy was revised or newly created to match the aims of the strategy and the needs identified by the organisation.
- Development of Evolve leadership programme based on considering identified societal/organisational problems, in order to identify potential short and medium term solutions. Two cohorts involving 12 officers from across the council have come together, so far, to consider; Customer service which identified the overall problem of how we engage with customers. Main outcome has led to us working with a new start-up organisation to embed AI (Artificial Intelligence) into our customer service offer; Transport Evolve has led to Transport Review, Personal Transport Budgets being introduced making significant savings in

home to school transport, Vehicle trackers to optimise routes etc and to identify how best we use our fleet including sharing of vehicles/pool cars etc.

- In response to concerns regarding accountability and responsibility mandatory corporate training requirements for managers and all employees have been introduced including safeguarding, attendance management, induction, GDPR, to name a few, to ensure the workforce has a consistent level of skills and knowledge needed to operate effectively and accountably.
- Development of HR dashboard and My view to provide better workforce data around sickness, gender, age profile thus providing managers with the data and evidence to better workforce plan and to enable them to effectively manage sickness and performance.
- Improved well- being offer for staff to include; increased staff benefits, access to cycle to work scheme, access to individual health screening. Colleague well- being is fundamentally important to the organisation and activity is related to what colleagues tell us is important to them and improves well- being.
- Implementation of new corporate volunteer management database and volunteer coordinator role. We value the contribution volunteers make to our organisation and the community and we are committed to ensuring that their experience is safe and purposeful.

We have made significant progress against the actions identified in “Monmouthshire people” and our culture and operating practice reflects that. We will continue to build on the activity to date, whilst ensuring we support and facilitate the objectives and ambitions of the corporate plan and enabling strategies.

Our Purpose and Values

Monmouthshire County Council has a clear purpose. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB). Monmouthshire County Council’s Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

We want to help build 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 and we share this with our public service partners as part of the Public Service Board. We will consider sustainable development in how we plan and deliver the action set in this plan

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed aligned to the direction set in the Corporate Plan. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan (see appendix). The aspiration and objectives set for Monmouthshire by the PSB and Council are:

Purpose: Building Sustainable and Resilient Communities	
Public Service Board Well-being Objectives	Monmouthshire County Council Goals & Well-being Objectives
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire's communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will leverage all of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

People to Purpose

People to purpose outlines what we will do as people services to support and facilitate the delivery of the ambition and objectives outlined in the corporate plan and the key enabling strategies that sit beneath. Our previous strategy focused on creating the conditions for our people to thrive and there is a noticeable shift in culture. We have provided the organisation with the tools to enable them to flex, adapt and react quickly to the challenges we face. People to Purpose is about strengthening the culture and embedding consistent good practice to enable the organisation to deliver.

Our people, be they on or off the payroll, are the bedrock of all that we do and we need to continue to invest in their well-being and ensuring they have the skills, knowledge and behaviours to ensure they are equipped to respond to the challenges we face from pre-employment through to retirement or opportunities elsewhere.

Our environment continues to change; an ever increasing digital economy has created a demand for 24/7 quick accessible digital services; people want more choice and more control of what services they receive and how they receive them; increased public awareness over their rights and responsibilities and our accountability towards them

Service transformation is vital to the achievement of "sustainable and resilient communities" The implementation of alternative delivery models, the exploitation of new commercial opportunities will become more prevalent as we strive to deliver new and better services for and with our customers. We need our workforce to remove the shackles of traditional thinking and doing and identify and explore different ways of working; in collaboration with others and the community to ensure we stay true to our common purpose.

These are exciting, yet challenging times and we recognise that some of our staff may see service transformation, increased digitalisation and automation as a threat we need to work with them to understand the potential benefits and how to embrace them to help them deliver.

The specific areas of focus of "People to Purpose" outlined below are key to the delivery of our corporate goals and are aligned with our other enabling strategies; digital; commercial; procurement asset, Social Justice and the MTFP.

Corporate Plan

The Corporate Plan was adopted by Full Council on 15th February 2018. As outlined above this sets out the vision and priorities for the duration of the recently elected Conservative administration. The key vision of the Council remains **sustainable and resilient communities**. The themes and vision are inter dependent and underpin all of the supporting strategic documents. The People strategy is one

of the supporting enabling strategies whose purpose is to ensure we have the right people with the right skills and knowledge, who are engaged and motivated and their well-being maximised to deliver effectively.

Digital Strategy

The digital strategy focuses on strengthening the use of technology by service areas to improve customer services and refine operating models. To achieve this we need to ensure that our colleagues have the relevant digital skills and knowledge to operate effectively. Through a combination of workforce planning, targeted recruitment and learning and development activity people services will support and facilitate the organisation to deliver the aims and objectives of the digital strategy.

MTFP

Since 2008 the Medium Term Financial Plan (MTFP) has been focussed on managing the reduction in both revenue and capital resources, whilst still maximising opportunities to deliver the Council's priorities. Since 2008 we have seen the number of people employed by the council drop by around 400. The actions identified in this plan are aimed at supporting the well-being of the workforce to ensure that, despite reduced capacity, they remain healthy and engaged in the delivery of better council services.

Asset Management Strategy

Our asset management strategy recognises our agile working, increasingly digital customer led operating environment and aims to ensure our accommodation and infrastructure support this way of working.

Commercial Strategy

Given the need to drive income generation to offset ongoing financial challenges, the use of the property portfolio will increasingly need to be seen through a commercial lens. The policy also aligns with the Commercial strategy which seeks to maximise the financial benefits that can be derived from the council's resources, people and property.

Social Justice Strategy

This is an emerging strategy which seeks to place social justice at the heart of the organisation, working in a collaborative manner with PSB partners to maximise the benefits available to community members. It doesn't seek to provide the solutions, but instead build a framework within which the community can develop its own capacity, networks and resilience. The principles align with those of this plan whereby we will look to ensure the equality, diversity and inclusivity of those both on and off the payroll.

People Strategy Key Areas of Focus

Health, safety and well-being

As the environment continues to change; increasing changing demand and reducing resources, our workforce will enable us to successfully respond and adapt to continue to deliver new, and revised services to the Monmouthshire community. That said our workforce are exhibiting signs of increased pressure reflected in increasing levels of psychological (stress and mental well-being) absence. Current figures show that 26 percent of illness falls into this category. We have revised our attendance management policy and introduced mandatory attendance management training for all our managers and we have developed new and revised learning opportunities to enable colleagues to manage and understand better the attendance issues they face. Examples of training include stress management, how to have difficult conversations; how to conduct a return to work interview. Best practise evidence indicates that carrying out consistent return to work meetings after every period of absence is one of the best ways of managing sickness effectively. Our sickness levels for 2017/18 are 10.9 days lost for each full time equivalent employee. We have seen a year on year improvement over the last 3 years in this figure and for 2017/18 across Wales it is around average & across SE Wales we are one of the better performing councils. We want to continue to improve this position and imbed best practice and target service areas which are exhibiting high sickness levels.

In response to concerns raised regarding the effectiveness of the organisation's occupational health service we have reviewed the service and have very recently appointed an outsourced provision which is based on a proactive approach to addressing sickness quickly and preventing sickness occurring. We want to build closer relationships between our Occupational Health provider and our managers to improve understanding and skills in dealing with sickness when it happens and identify common themes through better analysis of referrals which will then inform our actions.

Our staff benefits offer has increased and we have improved our workforce data to enable us to better understand the pressure areas. Safety and safeguarding our staff, volunteers and our most vulnerable is fundamental to everything we do and through a mandatory training programme we have made significant progress in ensuring that the whole organisation understands their responsibility and accountability for not only their own safety but those around them. We recognise we need to do more and are listening and responding to what our colleagues tell us. The recent introduction of a "go to group", that provides people with a safe place to go to raise concerns, discuss problems and potential solutions has been launched and we will be monitoring its take up to gauge success and develop further.

Our latest staff survey tells us, that those that responded, understand where they fit in the organisation and how they contribute to our purpose. Whilst statistically significant a greater response would give us a better picture of the whole organisation. Communication remains a consistent concern. We are operating in challenging times, with our numbers reducing we need to ensure that we look for new ways to engage, listen and respond to the needs of our workforce. We operate in an agile work environment and some colleagues are concerned that they are struggling from a lack of contact and support and also anecdotally we are concerned that we are underreporting sickness and staff well-being is being affected as people, who would normally phone in sick choose to work from

home. There is more to do. We need to evaluate activity to date to identify what is working and not working to inform future activity for ensuring that our people are engaged and their health, safety and well-being is maximised.

Action we plan to take:

- Review effectiveness of attendance management approaches in problem areas
- Implement and monitor a new Occupational health services.
- Introduce a colleague handbook
- Review take-up and themes emerging from the “Go to Group”
- Review impact of agile working on wellbeing

Accountability and Responsibility

Our colleagues are telling us that we are not tackling poor performance and we are not consistently acting on the learning from complaints/grievances and disciplinary processes. We are all responsible and accountable for the decisions and actions that we take. The introduction of mandatory training for all managers and employees will ensure that, in addition to role specific expert knowledge, we know that all managers and employees are equipped with the key skills and knowledge to enable them to undertake their specific roles effectively. Going forward we will be better placed to identify gaps in skills and knowledge and address poor performance.

There are excellent examples of Supervision and appraisal across the organisation but it is not consistent. With around only 54 percent of appraisals being appropriately recorded we are unable to evidence it is being undertaken or test its effectiveness. We need to embed the process it needs to be used more effectively to hold people to account for performance and to identify career development and training needs. We need to ensure the basics are right. Our workforce is key to our success and we need to celebrate excellence whilst addressing poor performance consistently and effectively.

Actions we plan to take:

- Produce regular management reports on skills and knowledge base of workforce
- Review and amend HR policies and management guidance in response to organisation need
- Use data and evidence to support HR business partnering meeting to improve management and organisational effectiveness.
- Continue to develop HR data dashboard
- Monitor the implementation of recommendations from casework/complaints/disciplinary and grievances to ensure organisational learning and development

Workforce Planning/Inclusion and diversity

Ensuring we have the right people in the right place at the right time now and in the future is vital to ensure we are able to respond to the current challenges of reduced capacity, increased digitalisation and an increasing 24/7 economy, and the resultant demands for quicker, more accessible services. Service transformation requires us to think differently, to look beyond our boundaries to develop new models of sustainable services alone or increasingly with others and the community. The market is

changing and we must horizon scan and plan and adapt our services accordingly. As part of our approach to engaging volunteers “ a County that Serves” we have implemented a new volunteering policy and invested in a volunteering system which is both inward looking enabling us to hold appropriate records and support better coordination, whilst also allowing individuals to see what opportunities for volunteering exist. We have developed the ‘Be Community Leadership Programme’ which offers community volunteers a suite of personal development, learning and networking opportunities free of charge. This is an asset based approach supporting community ambitions and investing in community leadership across our county.

We recognise the important contribution of our volunteers, not only to our communities but to their own welfare and purpose and we must continue to invest training and development into supporting our volunteers and the volunteers themselves.

Our Social Justice strategy focuses on inclusion and equality and maximising opportunities for all. We provide apprenticeship opportunities across the organisation and are currently supporting 14 individuals. The current approach is a little ad-hoc and so we need to produce a coherent frame work that helps managers to identify apprenticeship opportunities that benefit the apprentices and the organisation and provides managers with guidance to enable them to support apprenticeships effectively. We strive to be an innovative and creative organisation and encourage our staff to think differently. We need to identify a programme for offering internships which will enable young graduates to gain invaluable work experience whilst reaping the benefits of the latest graduate thinking and expertise and in addition we need to develop a cadetship programme in operations that attracts young people and provides a working programme for development.

We need to examine the makeup of our current workforce, its diversity, gender equality, skills and knowledge and plan ahead. We know our workforce is getting older and recognise that some services, like operations, are likely to suffer increased sickness as a result of the activities they are engaged in so we need to think ahead to ensure we continue to operate effectively.

We have produced some workforce planning tools to assist managers and our workforce data is more comprehensive and accessible and enables the organisation to better plan and predict potential workforce challenges. The digital agenda alongside increased use of automation will require different skill sets and we must enable the organisation to recruit and select plus grow our own to reflect the change. We must get better at succession planning. Colleagues continue to tell us that they want better opportunities for career development. Workforce planning will help us to address these issues.

Analysis of expenditure indicates we are spending significant sums on agency and overtime. We need to understand the reasons for this and where possible and appropriate reduce these costs through reviewing contracts, recruitment and retention and management practice. Managers need to be supported and encouraged to see the benefits that workforce planning can offer.

Action we plan to take:

- Develop a framework for apprenticeships and internships and cadetships
- Increase numbers of volunteers engaged in the county
- Evaluate the impact of the volunteering policy on practice
- Use HR business partnering meeting to engage and support teams in workforce planning
- Review contracts and recruitment practice in area with high agency costs

Learning and Development

We aim to recruit, retain and develop great people who want the opportunity to make a difference and this means offering opportunities for mentoring, broadening experience, employee volunteering and apprenticeships. We have a workforce with a rich mixture of knowledge and skills combined with differing aims and ambitions. What binds us together is that we are all public servants delivering over 700 different services to our customers. Our learning and development programme is all about organisational culture and developing the role of public servant in Monmouthshire. Our Check in Check Out (CICO) appraisal process continues to be embedded and we have introduced a range of mandatory training requirements for all employees and managers and this will ensure we have the required organisational skills and knowledge demanded to ensure we can fulfil the roles and responsibilities for which we are accountable. The mandatory learning is highlighted via specific learning and development pathways which effectively act as a competency framework for all colleagues as well as those in management roles. Our managers tell us that there are gaps in their management knowledge so we have developed an induction process specific to managers to help with this.

Our Evolve leadership programme has been designed to address organisational/societal problems and engages a cross section of officers from a number of different services in identifying solutions to a common problem whilst learning and developing new techniques, skills and knowledge to aid their own personal and leadership development. The corporate learning and development plan is based on supporting the current and future needs of the organisation as identified in the corporate plan and enabling strategies and a range of individual learning pathways have been developed to support the organisational values and behaviours.

The corporate learning and development plan is coupled with the operational learning and development plans delivered in Operations and Social Care and health designed and implemented to ensure the workforce in those areas have the necessary operational skills and knowledge to undertake specific duties and roles in those areas. Through closer working between all areas providing training we will ensure that the return on our learning and development investment is maximised and also ensuring that all our colleagues have the opportunity to benefit from the range of learning and development that we can offer.

Action we plan to Take

- **Review organisational learning and development offer to ensure return on investment is maximised**
- **Develop and implement digital learning**
- **Develop “Evolve” programme**
- **Embed and report on mandatory training programme**

Operating Model/Structure, Systems and Data

We have been continuing to develop our payroll/hr system based on a devolved model designed to allow managers to undertake a range of management tasks like starting, terminating and amending contracts, authorising expenses and training, recording appraisals all through the My view Portal. Progress has been made but the system needs further development to ensure efficiencies in process are realised. We have also improved the accessibility and range of workforce data available to managers to inform actions. However substantive efficiencies in practise cannot be achieved without

significant investment to reap the rewards that modules such as on-boarding and web recruitment can provide and hence we are reviewing our system needs in collaboration with neighbouring authorities to establish a business case for a system that meets the needs of all organisations whilst at the same time delivering savings in running and process costs for each organisation.

Accurate and timely data and information is fundamental to support managers to workforce plan, manage performance and identify skills and knowledge gaps. We have made progress in this area but data is not as accessible as we would like so we need to continue to develop out data systems accordingly.




As the shape of our business changes through service redesign, business transformation we need to ensure that we support the organisation through the change process whilst also ensuring that people services is fit for purpose now and in the future and as part of our workforce planning will be reviewing our own capacity skills and knowledge.



Action we plan to take:

- Develop, in collaboration with partner LA's a tender specification for a new HR/payroll system
- Continue to develop HR dashboard to improve accessibility for managers
- Review HR structure/skills and knowledge
- Use data dashboard as a risk indicator to move to an evidenced based approach to service transformation

Applying the Well-being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, more information on the Act is in the appendix. We have applied the 5 ways of working set out in the act when developing our plan, the extent we have incorporated these is set out below:

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Workforce planning involves ensuring we have the right people with the right skills and knowledge now and in the future.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>We aim to work in partnership to deliver new and improved systems that will achieve common aims and objectives : e.g. payroll/HR system work in partnership with communities to deliver identified objectives e.g. digital village hall project</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The actions identified reflect the views and comments we receive via a number of different channels including questionnaire, feedback from regulators, training sessions and " on the grapevine" commentary</p>

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Putting resources into preventing problems occurring or getting worse</p>	The actions identified reflect a preventative approach to dealing with the organizational problems that we face
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	Through the provision of training on the specific goals to raise awareness and to generate new behaviors to ensure the well-being of individuals for current and future generations.

We have also tried to maximise our contribution to achieving each of the seven national wellbeing goals. The contribution our local objectives make towards the seven national objectives has been assessed and is shown in the table below:

	Contribution to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
Health, safety and well-being	X	X	X	X			X
Accountability and Responsibility	X	X		X			X
Workforce planning/Diversity and Inclusion	X	X	X	X	X	X	
Learning and Development	X	X	X	X	X	X	
Systems and Data			X	X			

Action Plan

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
Health, Safety and Well - Being				
<ul style="list-style-type: none"> Implement a new outsourced Occupational Health service. 	Overall levels of Staff sickness will be reduced and time taken to return to work will be reduced	<i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i> <i>Lifelong well-being</i> <i>Future-focussed Council</i> <i>Strategic plan:</i> <i>PSB well-being plan,</i> <i>Corporate Plan, MTFP</i>	Average Sickness/FTE Average length of sickness	May /June 2018 Sally Thomas
<ul style="list-style-type: none"> Introduce employee Handbook 	Our colleagues will be much better informed about the issues they told us that matter to them		Handbook produced	September 2018 Lisa Knight Davies
<ul style="list-style-type: none"> Review agile working relative to employee well- being workshops 	Well- being issues identified as resulting from agile working can be addressed to ensure colleagues feel supported, engaged and well- being is improved.		Review complete actions identified	June/July 2018 Lisa Knight Davies
<ul style="list-style-type: none"> Feedback on “ Go to Group” 	Staff will have safe place to go to seek confidential independent advice and support		Review feedback and identify learning and actions.	Dawn Sadler/Lisa Knight

<p>Accountability and Responsibility</p> <ul style="list-style-type: none"> • Produce regular management report on skills and knowledge base of workforce • Review and amend HR policies and management guidance. • Evaluate Hr business partnering approach • • Continue to develop HR data dashboards 	<p>Skills and knowledge gaps can be addressed to improve performance.</p> <p>Policies will better reflect and support the operational effectiveness.</p> <p>Hr business partnering will be developed to ensure appropriate advice and support is provided to managers to deliver operational effectiveness.</p> <p>Managers have improved access to data</p>	<p><i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i> <i>Lifelong well-being</i> <i>Future-focussed Council</i></p> <p><i>Strategic plan:</i> <i>PSB well-being plan,</i> <i>Corporate Plan, MTFP</i></p>	<p>6 monthly monitoring reports</p> <p>Number of policies reviewed and revised</p> <p>Review complete actions identified and implemented</p> <p>Access to data via my – view complete</p>	<p>John McConnachie December 2018</p> <p>Sally Thomas Ongoing</p> <p>Sally Thomas December 2018</p> <p>David Bartlett July 2018</p>
<p>Workforce planning/Diversity and Inclusion.</p> <ul style="list-style-type: none"> • Develop a framework for Apprenticeships and Internships and cadetship 	<p>Managers and individual engaged benefit from a cohesive apprenticeship and internship framework</p>	<p><i>The best possible start in life</i> <i>Thriving and well-connected county</i> <i>Maximise the potential of the natural and built environment</i></p>	<p>Frame work completed and implemented</p>	<p>Youth Enterprise Operations September 2018</p>

<ul style="list-style-type: none"> • Increase number of volunteers engaged in volunteering across the county • Evaluate the impact of volunteer policy on practise • Use HR business partnering meeting to engage and support teams in workforce planning 	<p>Volunteers provide increased activities to support the Monmouthshire community</p> <p>Managers and volunteers benefit from clarity of roles and responsibilities and benefits of volunteering are maximised</p> <p>Services produce workforce plans based on short and medium term needs</p>	<p><i>Lifelong well-being Future-focussed Council</i></p> <p><i>Strategic plan: PSB well-being plan, Corporate Plan, MTFP</i></p>	<p>Number of volunteers and activities supported</p> <p>Number of volunteer activities increased</p> <p>Number of service work force plans</p>	<p>Owen Wilce November 2018</p> <p>Internal Audit November 2018</p> <p>Sally Thomas February 2019</p>
<p>Learning and Development</p> <ul style="list-style-type: none"> • Review organisational learning and development offer to ensure return on investment is maximised • Develop and implement digital learning and development plan • Develop evolve programme to solve organisational/societal problems 	<p>Learning and development delivered effectively meets the needs of the organisation and workforce has appropriate skills and knowledge to operate effectively</p> <p>Colleagues have appropriate digital skills and knowledge to operate effectively.</p> <p>Short and medium term Solutions identified to address problems that we have failed to address previously</p>	<p><i>The best possible start in life Thriving and well-connected county Maximise the potential of the natural and built environment Lifelong well-being Future-focussed Council</i></p> <p><i>Strategic plan: PSB well-being plan, Corporate Plan, MTFP</i></p>	<p>Review complete and actions identified</p> <p>Operational efficiency and effectiveness improved through use of digital solutions</p> <p>Measurable Improved effectiveness in problem areas</p>	<p>John McConnachie September 2018</p> <p>Sian Hayward/JM</p> <p>John MCconnachie /Future Monmouthshire August 2018</p>

<ul style="list-style-type: none"> • Embed mandatory corporate training programme 	<p>Consistent skills and knowledge base will improve management practise and organisational effectiveness</p>		<p>Sickness reduced CICO's increased Reduction in disciplinary/grievance and complaint</p>	<p>All Managers December 2018</p>
<p>Operating Model/Systems and Data</p> <ul style="list-style-type: none"> • Review HR structure/skills and knowledge • Develop in collaboration with partner LA's tender 	<p>Hr capacity redesigned to best meet the needs of the organisation</p> <p>Improved organisational efficiency and effectiveness</p>	<p><i>Future-focussed Council</i></p>	<p>HR review completed and findings implemented.</p> <p>New system procured and implemented</p>	<p>Sally Thomas September 2018</p> <p>2020 Tracey Harry/Felicity Baker</p>

<p>specification for a new Payroll/hr system.</p> <ul style="list-style-type: none"> • Continue to develop HR dash board and use to inform hr business partner meetings with managers across organisation. 	<p>Operational effectiveness improved through use of more timely accurate data and information.</p>		<p>Efficiencies achieved / time resource/ effectiveness improved</p> <p>Data and access to data delivered via My – view at manager level.</p>	<p>David Bartlett Ongoing</p>
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How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

As an enabling service measuring the impact of our actions is often difficult because we rely on the actions of others to implement policies, develop workforce plans, act on the learning and development provided so our measures are a combination of quantitative measures and qualitative anecdote.

We will use the measure identified above to monitor the delivery and impact of actions via our people services action plan and will report direct to the senior leadership team, cabinet and select committee on specific activities or programmes that warrant senior leadership and political oversight.

We will capture feedback via specific engagement with the workforce either through direct or indirect surveys or via specific workshops and will revise our activity accordingly.

The following is a list of quantitative measures that we will use to measure impact:

- Sickness days lost per FTE/ percentage psychological sickness
- Average length of long - term sickness
- Turnover
- Number of workforce plans developed
- Number of apprenticeships/internships supported
- Percentage of workforce undertaken mandatory training
- Number of volunteers engaged across the county
- Number of volunteers engaged in learning and development
- Percentage of people that agree that local council provides high quality services
- Number of disciplinary processes
- Percentage CICO recorded
- Increased digital interactions with organization
- Percentage of new starters completing induction
- Percentage of managers completing manager's induction
- Percentage of staff completing mandatory learning
- Percentage of managers completing mandatory learning

Performance Indicators

Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Comment
Average Days lost to sickness absence per FTE employee whole authority	11.5	10.9	10.5	
Percentage Turnover of local authority	7.89	7.54	-	
Number of Headcount	3709	3624	-	
Cost of Agency whole authority	4,449,602	4,571.034	4,490,000	
Cost of Agency as percentage of total pay bill	4.5%	4.6%	4.5%	
Percentage of staff who have received a performance review	70%	62%	75%	Based on figures in staff survey for 17/18 as new recording system become fully utilised.
No of workshops/activities held	84	82	80	
Number of attendees	881	790	800	
Average perceived increase in skills/knowledge gained as a result of attending training	30%	40%	90%	
Average level of enjoyment of training attended	90%	93%	90%	
Average level of new knowledge/skills gained from training	84.9%	91%	90%	
Average level of perceived effect on work from learning gained	85,8%	89%	90%	

Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

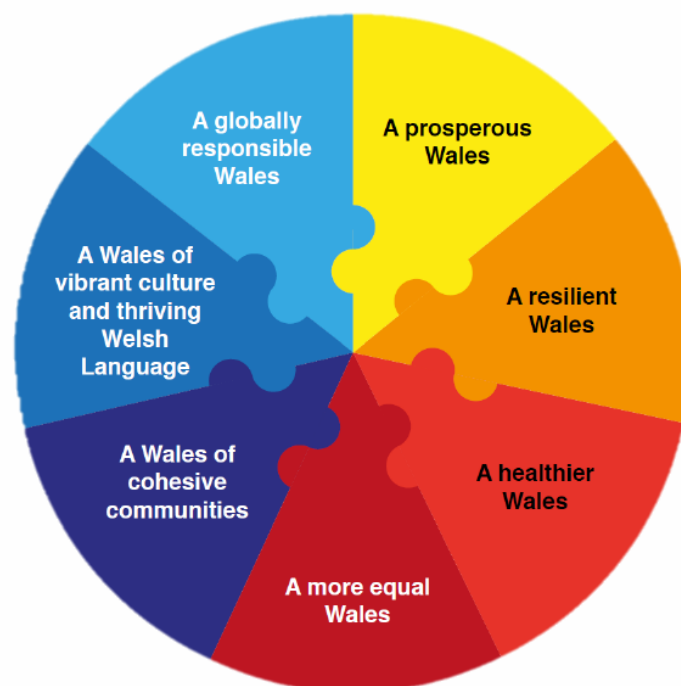
Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
e.g Potential risk the services may become financially unsustainable in the short to medium term. Page 244	<i>e.g Funding has reduced by £xx in recent years. At the same time demand on services has increased from xx contacts 2 years ago to xx in 2017/18.</i>	18/19	Possible	Major	Medium	<i>e.g Implement a longer-term financial plan which aligns with the medium Term Financial Plan – March 2018</i>	18/19	Unlikely	Major	Low
		19/20	Possible	Major	Medium		19/20	Unlikely	Major	Low
		20/21	Possible	Major	Medium		20/21	Unlikely	Major	Low
Reduced organisational capacity, including skill and knowledge, will result in non -delivery on organisational aims and objectives	The number of employees continues to decrease as a result of funding reductions and wider challenges and pressures leading to a loss of knowledge/skills and experience.	18/19	Possible		Medium	Training to provide skills and knowledge to improve colleague resilience/ improved colleague well- being offer to support colleagues to remain healthy and mentally fit to undertake their roles effectively /better workforce planning to identify the service specific risk and support managers to plan appropriately.	18/19	Unlikely		Low
		19/20	Possible		Medium		19/20	Unlikely		Low
		20/21	possible		Medium		20/21	unlikely		low

The organisation does not possess the relevant skills and knowledge to operate in an increasingly digital environment with increased use of AI	Not all our colleagues are keeping pace with the increased use of digital and lack the skills to reap the benefits that automation and digitisation generally can offer.	18/19	Possible		Medium	Training to upskill workforce in digital and AI technology/ better use of apprenticeships/internships and cadetships to ensure new recruits either possess knowledge in latest thinking and/or we provide a programme of workplace training to support and facilitate their development	18/19	Unlikely		Low
		19/20	Possible		Medium		19/20	Unlikely		Low
		20/21	possible		medium		20/21	unlikely		low
Increased organisational sickness levels as managers fail to effectively use the tools, support and guidance which we have provided to enable them to manage and prevent sickness effectively	Best practise indicates that to reduce sickness managers must proactively manage in order to prevent sickness occurring and manage swift return to the workplace. Our evidence indicates that some managers are not using the tools available to help them	18/19	Possible		High	We monitor sickness and actively address areas where levels are increasing to better understand reasons and provide direct intervention to address.	18/19	Possible		Medium
		19/20	Possible		High		19/20	Possible		Medium
		20/21	possible		High		20/21	possible		medium
		18/19					18/19			
		19/20					19/20			
		20/21					20/21			

Appendix - National Policy Context

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following 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 considering their views.
- 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 (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

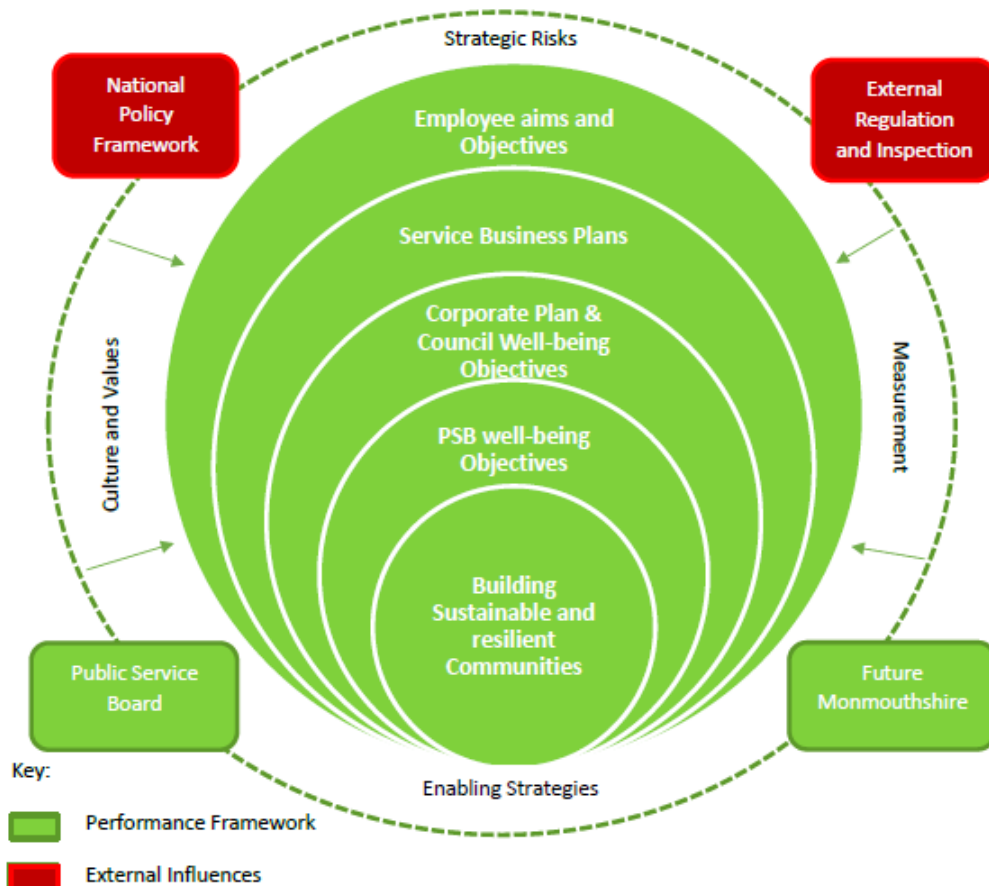
Appendix – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>Monmouthshire's Public Service Board has produced a well-being plan which sets four objectives the board will work on to improve well-being in the County now and in the future</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Monmouthshire County Council's Corporate Business Plan sets out the direction for the Council in the next 5 years. The plan sets five Organisational Goals (also the Council's well-being objectives) supported by the 22 commitments to action and the ways in which they will be measured in the run-up to 2022.</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	
Programmes	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>	<p>Social Justice Strategy</p> <p>To set out the Council's commitment to address inequalities in the county in order to make our society function better.</p>
	<p>Commercial Strategy</p> <p>Provides a new policy regarding the acquisition of Investment properties.</p>	
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>

Evaluation & Risks	Evaluation Evaluates performance, plans & metrics to monitor performance.	Strategic Risk Assessment Identifies, manages and monitors the Council's Strategic risks.
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Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.

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REPORT

SUBJECT: Procurement Strategy – Procuring for Public Value

MEETING: Cabinet

DATE: 25th July 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 The purpose of this report is to present the next iteration of the Council's Procurement Strategy and accompanying action plan. The Strategy builds upon workshop sessions undertaken with the Economy and Development Select Committee and the aims, aspirations and priorities for procurement, identified throughout the participative process.

2. RECOMMENDATIONS

- 2.1 That Cabinet considers the draft Strategy and action plan for approval.

3. KEY ISSUES:

- 3.1 The Procurement Strategy is a key means through which the buying-in of goods, services and products, can create wider benefits and 'value added' to the Council's stated objectives. The Council invests c£109m annually in external procurement activity and leveraging this spend optimally can make a key contribution to 'sustainability and resilience'. There are two core aspects of the Council's procurement activity that relate to the main objectives of the Strategy and Action Plan:

- The way in which the Council invests its annual procurement spend in order to create efficiencies, benefits and added value in an internal sense; and,
- The way in which we leverage 'smart spend' in order to create optimal external economic and social benefits through cultivating local supply chains, creating jobs and developing new and existing business growth.

4. REASONS:

- 4.1 The Council invests a significant proportion of its budget in procuring goods and services. The potential to embed 'smart state' thinking in this process; ensuring maximization of value for money, is significant. Beyond the Council as 'client' however, there is a wider responsibility and opportunity to

maximize the contribution of its spend in the local supply chain; bringing people together to respond to challenges in new and different ways and ensuring that both economic and social benefits are optimized. Beyond this, the Strategy has an ambition to strengthen and consolidate procurement, by bringing together all those responsible for procurement in order to ground the new approach in a cultural process and ensure that all procurers develop a collective sense of responsibility around sustainable procurement.

5. RESOURCE IMPLICATIONS:

- 5.1 The resource implications associated with the strategy and report are cost-neutral given improvements, developments and projects will be brought forward on a Return on Investment basis. Individual business cases seeking up-front investment outside of this, will require individual consideration.
- 5.2 The creation of a Procurement network requires no additional support since the approach suggested, requires integration and better co-ordination and alignment of existing resources.

6. CONSULTEES:

Senior Leadership Team
Economy and Development Select Committee
Procurement leads from across the Council

7. BACKGROUND PAPERS:

Procuring for Public Value

8. FUTURE GENERATIONS IMPLICATIONS:

- a. The significant Future Generations impact identified in the assessment (Appendix 1) are summarised below for members' consideration:
 - i. The opportunity to self-determine and self-direct our own future through taking control of spending decisions and ensuring they are leveraged and optimised, will be critical to our continued relevance and viability;
 - ii. The opportunity to contribute to local economic growth and social cohesion through the way in which we target and develop supply chains and engage local communities in responding to the big challenges of the day – is a significant one. Enshrining the principles of transparency (for example, through open data) and collective responses to big challenges, will ensure we futureproof our processes and remain relevant to those to whom we are accountable; and,
 - iii. The opportunity to be foresight focussed and understand future trends and developments is of critical importance. This will ensure that we move beyond responding to demand and begin to be able to anticipate future needs.

- b. The actual impacts from this report's recommendations will be reviewed every 3 years and criteria for monitoring and review will include: Continuous assessment of the Procurement Strategy will be undertaken to ensure it is actively maximising the Council's contribution to the Wellbeing Goals.

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Version Control

Title	Procuring for Public Value 2018 – 2022
Purpose	To set out a progressive vision for fit for future procurement across the Council
Owner	Senior Leadership Team
Approved by	
Date	07.07.18
Version Number	2.0
Status	Draft
Review Frequency	Annual
Next review date	
Consultation	



Introduction

Procurement in Monmouthshire needs a higher profile and a progressive Policy Framework that beyond setting out the vision, strategy and means of delivery - demonstrates a better alignment with our wider strategic aims and objectives. With an annual spend on bought-in goods, services and works of over £109 million, Procurement is much more than financial task or an administrative action.

This is Monmouthshire's second procurement strategy and is set during a period of prolonged financial constraint, rapid social and technological change and economic uncertainty. It is therefore critical that this strategy and its supporting action plan are key enablers in assisting the Council and County, to develop better responses to the complex challenges upon us.

Procurement is the spending of public money to deliver value-for-money goods, services and works. In a Council setting this translates to how we commission services and products in areas such as Highways, Schools, Transport, Cleaning, Social Care and Professional Services. Beyond this 'direct' transactional process however, Procurement has a much broader and potentially transformational impact given the way money is spent has clear implications for the economy and the customers who use our services and live and work in the County.

The strategy will cover the period 2018 to 2022 (to align with the current political term) and will need to be flexible in order to respond to changes in the procurement landscape within the European Union (EU Transition) and Welsh public sector. Moreover, it will need to align to the enactment of wider social, economic and environmental objectives - at both a local and regional level. Interventions and actions around new house building, business development, job creation, energy resilience and connectivity and infrastructure improvements – all pose significant challenges and opportunities for Procurement. The role of this strategy is to ensure we develop new and better responses to the challenges and properly unlock the full value of the opportunities.

It is clear that in straitened and ever-more complex times, public procurers must play a more significant role in societal transformation and in solving economic and environmental problems. We cannot afford to allow traditional approaches to public procurement to stifle the kind of innovation that is now needed. Post departure from the European Union, what can be made and developed locally and through the curation of local supply networks, has the opportunity to create better public and new economic value. Circular economy principles must be writ large in this.

Our ambition is to create better outcomes for our people, economy and environment. This strategy commits us to taking the steps and implementing the changes that see

the Council optimally leveraging its reputation, brand and purchasing power to create the kind of outcomes that matter most to our residents and communities now, and in the future.

Our Foundation: Our Purpose and Values

Monmouthshire County Council has a clear purpose that aligns with our ambitions and vision for sustainable and value adding public procurement. We shape this in line with the goals and ambitions of our partners in other public services that are part of the Monmouthshire Public Service Board (PSB).

Monmouthshire County Council's Corporate Business Plan provides direction and sets out the things we will be working on for the next four years, taking us up to the end of the political term in 2022.

Purpose

Our Purpose is:

We want to help build 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 and we share this with our public service partners as part of the Public Service Board (PSB).

Within a Procurement context, we will look to embed "sustainable procurement" in all facets of the enclosed action plan.

Our Corporate Plan

Monmouthshire County Council's Corporate Business Plan 2017-2022 sets out the things we will be working on in the medium term. It provides direction and a sense of what will be important over the next four years. Many of the things we are doing are incredibly ambitious and are focused on the longer term future of our County. It is not enough to keep our County and Council going for now, we have to ensure it is continually growing for the future. Our role as public procurers is key in ensuring we do not just achieve against these objectives – but maximise the contributions we are able to make to them.

The aspiration and objectives set for Monmouthshire by the Public Service Board and Council are:

Purpose: Building Sustainable and Resilient Communities	
PSB Well-being Objectives	MCC goals well-being Objectives
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future – focussed Council

Values

We can only achieve great things for our place through the people who live and work here, those on our payroll and those in Monmouthshire’s communities including the countless volunteers and groups that give this place a richness and vibrancy. Our values reflect who we are, how we do things and how we are shaping the future. We try our best to apply these in everything we do.

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we’ll say so; if it will take a while to get the answer we’ll explain why; if we can’t answer immediately we’ll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don’t see ourselves as the ‘fixers’ or problem-solvers, but we will leverage all of the ideas, assets and

resources available to make sure we do the things that most positively impact our people and places.

Procurement with Purpose

As public procurers we are in a unique position to move beyond just ‘saving money’ – to addressing social, economic and environmental issues. Optimal public procurement can improve lives and make Monmouthshire a more sustainable and resilient place. Procurement is a true business partner for the organisation and recent moves such as increased digitisation and automation provide the tools to demonstrate real transparency; acting in real time to demand changes and radical improvements. Utilising new capabilities, we have the opportunity to advance wider corporate and strategic goals and create value for customers and residents who want to know they receive services from a sustainable, responsible and good organisation.

There is power in purpose. It inspires us. It moves us. It enables us to reimagine what is possible and achieve great things. The aim of this strategy is to link purchases to purpose and drive more ethical and ‘impact investing’ behaviour right across the supply chain. Doing the right things, rather than the easy things becomes the goal. Focussing on the wider purpose – be it decarbonisation or moving people to a living wage – all of which can be made possible through good procurement – becomes the norm. Financial savings and efficiency become the bi-product and not the starting point.

Procurement with purpose in our organisation, will:

- Favour innovation through the procurement of sustainable goods and services
- Be an essential tool in stimulating new technologies or services solutions and in creating higher skill and higher value jobs
- Boost competitiveness of industry and SMEs
- Achieve more efficient, effective and value adding public services
- Support good growth and investing for impact


Wellbeing of Future Generations – sustainable development





There are various pieces of legislation that guide the deployment of procurement practices and procedures. It goes without saying that these will be adhered to given the importance of compliance and effective risk management. The most important piece of legislation, worthy of mention in this context however, is the Wellbeing of Future Generations Act Wales (2015). The Wellbeing of Future Generations Act places a requirement on public bodies to embed sustainable development principles in all of its practices. The act makes it a statutory requirement to look and plan ahead and in a nutshell, legitimises a more purpose-driven and innovation-focussed

approach to procurement. The chart below demonstrates how Purchasing for Purpose can make a contribution to maximising the ‘Five ways of working’ required under the Act.

Sustainable procurement underpins realisation of the seven Wellbeing Goals. Procurement has the vantage point of considering the whole system and ensuring money is spent in ways that deliver wider benefits and added value. A good example of how we embrace and embed such a mindset, is through application of **circular economy** principles (see outline of a Circular Economy below) . As the world’s population increases and economies rely progressively more on outside resources to meet their demands for energy, water and food, amongst other things, communities are under increasing pressure to source these resources and reduce waste emissions. Within the current production and consumption model, only a small share of waste produced is reused, recycled or traded as secondary materials. The vast majority goes to landfill or is incinerated. A circular economy is an alternative to this model. It aims to keep products and materials in the value chain for a longer period.

As an organisation, we pledge to transition to a circular economy model and beyond application to processes and products, we pledge to embed the principles in a cultural process and ensure they translate as readily to services, behaviours and process. Towards a more circular society.

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Balancing short term need with long term and planning for the future</p>	<p>Options appraisal processes and early upstream ‘needs analysis’ will consider the potential to balance the going v growing consideration. Are we making decisions today that will compromise where we need to be tomorrow? Is a short-term one-off saving the goal or is a more progressive long-term approach to delivering on wider societal and economic benefit the end game? The end of ‘jam today’. In procedural terms, external procurement considerations will be made on the basis of a “Whole Life Costing” philosophy where decisions move beyond awarding contracts on the basis of “ initial purchase price” to one of a more balanced sustainable procurement consideration where operating costs i.e. energy consumption and end of life decommissioning costs both financial and environmental are factored into the awarding of contracts.</p>

Sustainable Development Principle	How have these principles driven the development of the policy
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Working with new suppliers, with communities and other key problem solvers, will be key to finding better answers to wicked questions and problems. We will use open data and open platforms to improve transparency and enable others to develop solutions to problems. Where relevant, we will seek to work with others to build the critical mass to scale and replicate great practice. We will work with City Deal partners across the public, private and community sectors to shape and participate in, a Public Services Testbed to test and trial solutions that offer better approaches to some of the most intractable societal, economic and environmental issues.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>We will engage widely and do more than broadcast and consult. We will share our problems and our data and build the capacity in our organization, businesses and communities to solve complex problems. We will harness local social action and create the incentives and rewards to ensure people are recognized for the contributions they make. We will support great ideas into action and leverage our business support function to ensure there is support for 'start-up' businesses.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The procurement function will be supported by a greater focus on foresight and future-gazing, understanding future trends and the 'art of the possible'. This will ensure we are more proactive in terms of predicting need, forecasting change and demand management.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>We want to do business with people who share the same hopes, values and ambitions as us. We will do more than 'subscribe' to the Wellbeing Goals. We will seek to actively maximize our contribution to them, and that of our supply chains and all 'third party spend'. We will embrace the spirit and ethos of the Act in all that we do and ensure we do more to stimulate ethical supply chains. Being purpose driven and ensuring we 'invest for optimal impact' will ensure we aim high and don't accept conventional solutions</p>

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
 ReSOLVE levers: regenerate, virtualise, exchange



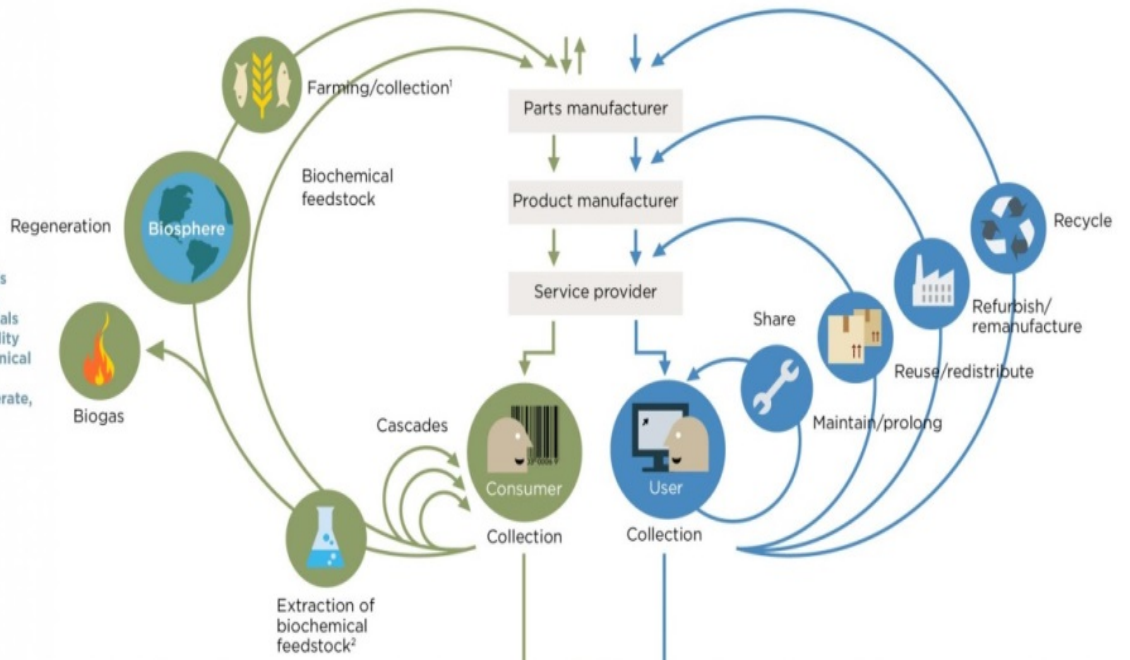
Renewables flow management

Stock management

PRINCIPLE

2

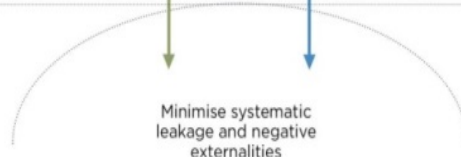
Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
 ReSOLVE levers: regenerate, share, optimise, loop



PRINCIPLE

3

Foster system effectiveness by revealing and designing out negative externalities
 All ReSOLVE levers



1. Hunting and fishing
 2. Can take both post-harvest and post-consumer waste as an input
 Source: Ellen MacArthur Foundation, SUN, and McKinsey Center for Business and Environment; Drawing from Braungart & McDonough, Cradle to Cradle (C2C).

Progressive Procurement

There are significant shifts and changes afoot – nationally and internationally – that are relevant to our context and forward procurement strategy. This is important because it provides a setting against which our actions must amount to more than simple tactical activity and renegotiating high-cost contracts – to a broader and more strategic role within the organisation.

The shift we must enact is one that moves Procurement from an add-on function. Traditionally, the core business has decided which suppliers, products and contracts are to be engaged, with the ‘procurement team’ called on to help battle out contract terms and then hand back to the business to manage. We now need to see Procurement engage the business in a strategic conversation about how the supply chain can be optimised to deliver wider and optimal returns.

Evolutions in the wider world of Procurement provides some of the tools, levers and inspiration to make this leap.

1. Changes to EU Procurement directives to favour innovation (2014)
2. A 2017 BSI for the Circular Economy
3. As part of the UK-wide Industrial Strategy, the UK Government is committed to meet the target of 2.4% of GDP invested in UK R&D by 2027. A strong link is made within the strategy to the role public procurement within this
4. An OECD longitudinal study measuring the linkages across public procurement and R&D
5. National Procurement Consortium under review – Wales Audit Office study found that the approach adopted has often failed to embed efficiencies and adopt wider ‘value added’ provisions

The new alternatives

It is important that in transitioning to a new and more progressive approach, we work to explore and adopt the range of new alternatives, particularly those that offer a better end and means than the conventional ‘beauty parade’ process.

These include:

- Under 1) above – new Innovation Partnerships
- Problem-led approaches to procurement
- Participation in the Small Business Research Initiative and adoption of the principles in core procurement budgets

- GovTech Challenges and open calls and competitions around specific procurement processes – operating on similar principles as the above. Refocussing procurement spend as innovative business finance

OECD (2017) research demonstrates that many countries and public bodies across Europe now routinely put part of their planned procurement spend aside to sponsor innovative approaches that improve the efficiency and quality of public services, whilst simultaneously addressing social and economic challenges.

New EU Procurement Directives 2014

New freedoms and flexibilities exist to enable procurement policy and activity to be developed in ways which maximise public value. Changes to the European Procurement Directive allow for a stronger legal base in relation to opening up new opportunities for public procurement, whilst still maintaining basic requirements of competition, transparency, equity and state aid. These include:

- Innovation Partnerships
- Competitive Procedures with Negotiation
- Refocussing of Competitive Dialogue

All of these are eligible in cases where contracts include an amount of design or innovation, or where technical specifications cannot be sufficiently defined. In responding to the need for greater flexibility, the focus is on pre-market consultation, pre-commercial procurement and life-cycle costing at award stage.

In executing this shift, it is important to recognise some of the barriers we currently face and ensuring that more work is done to ground a more progressive approach to Procurement in a cultural process. We must ensure the environment we create around this is:

- Not dominated solely by a compliance focus
- Incorporates relevant incentives
- Embraces a sophisticated approach to risk-responsibility-reward
- Understands opportunity cost
- Codifies a whole system and whole team approach
- Promotes wider awareness, knowledge and 'art of the possible' mindsets and strong knowledge of future developments and trends
- Sees Procurement feature as a major strategic undertaking – and not as a financial or administration task
- Aligned to wider policy objectives
- Focussed on overcoming the very real barriers to SME participation

The New Guiding Principles

The hallmarks of our new approach will place a stronger emphasis on purpose, public value and achieving the highest standards of sustainable development. Building the relevant institutional capacity and ensuring our extended supply chain subscribes to our values and high ambitions, will be critical to the success of this strategy.

We will commit to:

- **Starting early.** Forward planning needs to be formalised and a schedule of all new procurements and needs analyses must be developed. This will establish the early need for a product/ service or good and the expectation is that this will emanate from a robust Options Appraisal. This stage will necessarily involve market analysis and the introduction of Forward Commitment Procurement – or early notice to the market of the intention to spend
- **Knowing the market.** Where is the supply chain knowledge? This must extend beyond traditional ‘category management’ and knowledge of existing markets and players. Who are the new providers/ who are the innovators and the experts breaking new ground? Where are the specialists and how can they help us engage in detailed research, pre-procurement market engagement and relevant and timely advice from professionals?
- **Risk assessing** – examining the risk associated with doing something and with not doing something – opportunity cost analysis. Are we being fair in how we apportion risk-responsibility-reward? Is ‘suppliers take all risk’ hampering progress? Many companies are employee owned and insurance thresholds will not cover ‘unlimited liability’ expectations
- **Establishing a multi-disciplinary steering group** – conventional wisdom in the public sector often sees us make a beeline for the ‘thematic’ or professional experts in that area only. Embracing the principles of behavioural science and psychology is important. Introducing new and different perspectives, especially those of users is critical and will help avoid the ‘this is the way its always been done’ predicament.
- **Stay strong on competition** – testing different solutions and drawing from the widest supply base must continue to feature in our approach. Generating publicity, undertaking supplier events and challenge-led approaches to assess what the market can offer will all be important elements of our framework.
- **Using new flexible procedures** - is an innovation Partnership more fitting for the end we seek? Are there opportunities to introduce more competitive

procedures that involve negotiation? What about opportunities for shared R&D?
does the process suit the outcome that is sought?

- **Not overspecifying** - this can stifle innovation. Specifying performance requirements is necessary, for example – % target for carbon reduction – as is allowing variants. However caution must be urged in not being overly prescriptive in order to afford the supplier maximum flexibility in helping solve the problem in a sustainable and enduring way.
- **Make information freely available** – our default position wherever possible, will be to adhere to Open Data principles.
- **Agree up front Intellectual Property Strategy** - agreeing the strategy for IP sharing and ownership upfront is a crucial move. This extends to good contracts provision ensuring all contractual documents are clear, straightforward and understood by both parties.

Engagement

The most important aspect of engagement for public procurers is to be open and transparent. Leveraging and building a strong relationship with internal customers is as critical as growing and maintaining links with the external supply base. Good stakeholder management will lead to proactive engagement for sourcing and as part of the evaluation framework for this strategy, metrics will be established to measure the 'customer experience'. It is important to understand that the role of a procurement professional in this context is one of an enabler and not a policy enforcer; understanding the business need and backdrop; adding value to discussions and clearly understanding and having the ability to, translate priorities.

As part of this commitment to meaningful, relevant, timely and continuous engagement, we will:

- Undertake targeted supplier engagement. A good and recent example is the Talk Transport Days which succeeded in significantly expanding the potential supplier base for the new 'Dynamic Purchasing System' procurement process for Home to School Transport.
- Issue clear guidance. We will be clear in our expectations and standards without being overly prescriptive. If a better or different solution exists to the one we are seeking – then we will be open to exploration and new ideas.
- Offer financial support for competition and challenge-led approaches – replicating the success of initiatives such as SBRI and the GovTech Challenge fund
- More public events to explore challenges and events and optimising use of Community Portals such as Monmouthshire Made Open to engage citizens, residents and service users in developing new solutions and services that are aligned to need and expectations. We want our procurement to be genuinely driven by the demands of the public and customers.
- Open and ongoing discussion. We want meaningful and ongoing discussion with suppliers and internal customers. Procurement is a process which requires honing and iteration.
- Sharing information on future trends, new developments and supporting internal customers and external suppliers to think about the 'art of the possible' and anticipate future demand and the need for new and better solutions.

A Clear Strategy for Innovation and Scale

Embedding an innovation-rich approach will require a clear framework. Beyond the initial options assessment and appraisal of needs, there will be wider opportunities to engage experts, service users and professionals through steering groups that have a mandate to challenge. The business case process will need to make an important differentiation between procurement of innovation and innovative procurement. Both elements are important – but not interchangeable. Neither are they mutually exclusive. There are however key differences to be aware of to ensure we derive optimal outcomes from our strategic procurement activity. They are:

- *Innovative Operational Procurement* – this means carrying out procurement tasks and responsibilities in an innovative manner. For example using new tools and systems from sourcing optimisation to crowdsourcing.
- *Innovation in Procurement Strategy* – this refers more to strategic innovation around the procurement function and how it is delivered. How innovatively can we position our procurement function and what are the ways in which it could be delivered differently?
- *Buying innovative goods and services* – buying innovative or groundbreaking new and / or early stage goods and services. This is a lot more challenging – but has greater potential for value-adding than more linear and well defined practices.
- *Encouraging innovation from the wider supply-base* – this is the holy grail of procurement and embodies the principle that in all procurement exercises and processes, suppliers and providers should be encouraged to put forward innovative ideas for how they might most optimally deliver.

The above categorisation helps us to think about our goals more closely and constructively and decide, which combination of innovative procurement principles will best suit the job at hand.

Once an innovation approach and mindset is embedded, the effects should be catalytic. When public procurers secure critical mass or arrive at the tipping point for diffusion, potential exists to shift demand to new technologies, services and processes. In some sectors the ‘pull’ demand from the public services sector is recognised as the most important tool in creating new markets. This appeal and potential needs to be leveraged, especially in ‘ripe’ markets such social care and infrastructure. Our role in shaping the Public Services testbed within the Cardiff Capital Region City Deal will offer an important opportunity for best practice sharing, and delivering on scale and replication.

Resourcing and Practicalities

The existing procurement function is small and under-developed. Additional investment needs consideration on a Return on Investment basis. In order to enact the shift to more strategic, sustainable and value-focussed procurement, structures and systems will also need to evolve to allow the new approach to bed in – within the ‘Procurement function’ and right across the business.

There are some early moves which will pave the way:

- Business case development for additional investment based on a ‘payback’ model for re-packaging 5 high cost existing contracts
- Centralise and strengthen the procurement offer through connecting and integrating all those officers carrying procurement designations across the Council into one team. This needn’t be a physical move, nor a physically situated team - but more of a network development that sees better alignment and co-ordination of the relevant skills and expertise
- Promote the professionalization of procurement
- Invest in training and development for internal and external customers
- Introduce formal Gateway Review processes to ensure end – to – end processes are overseen and accountability is in-built, visible and able to be evaluated
- Convene multi-disciplinary teams around the early ‘needs assessment’ stage of a new or prospective procurement
- Invest in development of behavioural change and behavioural science knowledge and techniques in order to affect and alter patterns of behaviour and achieve shared aims on the need for more purposeful procurement
- Establish ‘centres of competence’ throughout the organisation that can offer specialist advice and input. For example, significant competency is being developed in data telematics and data analysis in our Fleet function.
- Identify and promote great practice
- Source more opportunities for innovative pilots through GovTech challenge prizes and increased engagement with SBRI programmes

The benefits

The benefits of adopting this new strategic approach apply to the organisation, suppliers and most important of all – customers and end users. Such benefits and the overall effectiveness of the strategy will be regularly evaluated and measured through the accompanying Action Plan.

Benefits to the organisation can expect to see as a result, will include but are not limited to:

- Development of new solutions to complex challenges and problems. An understanding that ‘same old’ and ‘off the shelf’ are no longer enough
- New suppliers and services which, are crucial to improving public value
- Cost savings, efficiencies and effectiveness benefits
- Improved customer experience
- Development of new knowledge and know-how
- Access to new investment and funds
- Embracing the spirit and ethos of the Wellbeing of Future Generations Act
- Application of value-adding ‘Circular Economy’ principles
- Reputational enhancement and gains
- Potential commercial gains through profit share, IP share and JV arrangements

Benefits to the supply base will include, but are not limited to:

- Access to valuable public service customers
- Apply research and see it commercialised
- Improved understanding of public services and societal challenges
- Increased exposure and opening up of new networks
- Development of expertise
- Access to new investment

Benefits to customers and society will include, but are not limited to:

- Better public services and infrastructure
- Skilled jobs and new start-ups
- Tackling grand challenges
- Smarter use of tax payer’s money

- Knowledge-transfer
- International competitiveness
- New industries are born and take shape that create more local opportunities
- Improvements to quality of life

Action Plan – Procuring for Public Value

Organisational Outcome – Culture				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
Enhancing procurement capability and capacity across the Council to deliver "what matters" for Monmouthshire.	<p>Create additional internal capacity to make better informed procurement decisions.</p> <p>Dedicated procurement resource from the inception of the perceived need to drive a culture of whole life cost philosophy.</p> <p>To steer procurement solutions that have a positive impact on local and regional supply chains.</p> <p>The ability to embed and deliver the Councils Well Being principles.</p> <p>Greater potential to drive aggregation and achieve economies of scale both Nationally, Regionally and Locally.</p> <p>Dedicated resource to manage those contracts with the most opportunity, highest costs and highest complexities.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>MTFP</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting</p>	<p>Milestone: To seek approval and budget to enhance skills base.</p> <p>PI. Number of FTE Procurement professionals that form distributed network across the organisations</p> <p>Percentage and value of procurements awarded Nationally, Regionally & Locally.</p>	Debra Hill Howells - Scott James; James Woodcock – April 2019

		to the impact of climate change.		
To consider the development of local-regional procurement apprenticeship schemes via "Evolve", the Greater Gwent Local Councils and the University of South Wales.	Secure learning opportunities in a market with limited supply. To increase the transfer of procurement knowledge across the Council. Provide Monmouthshire with procurement resilience. To create jobs and growth which in turn helps to support a more prosperous and Healthier County and Country.	MCC Well Being Objectives: Future Focused Council The best possible start in life. Thriving and well connected county. Lifelong well-being PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	Milestone: To agree who the key stakeholders should be and to gain their support. To gain local and regional approval via appropriate governance processes. PI. Number of current apprenticeships approved.	Debra Hill Howells - Scott James – John McConnachie – April 2019
To embed a culture where procurement business cases are approved before any further resources are committed.	To challenge the perceived procurement need – demand. To ascertain the best procurement solution for the approved need.	MCC Well Being Objectives: Future Focused Council	Milestone: To seek agreement of the Business Case process. PI. Number of business cases approved & rejected.	Scott James - October 2018

		Thriving and well connected county. MTFP		
To Engage at regular intervals with Economy and Development Select Committee to discuss current topical procurement issues and embed outcomes into future procurement action plans.	Elected Members to have confidence that their requirements are being debated and embedded within procurement action plans. Elected Members are aware of the competing pressures that impact on every day service delivery.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. MTFP PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	PI: Number of E&D Procurement Workshops per annum.	Debra Hill Howells- Rob O'Dwyer - Scott James - Ongoing
To re write the Councils Contract Procedure Rules.	Contracts will be awarded in compliance with EU and UK legislation. To ensure value for money and full transparency is obtained on all external spend.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county.		Scott James – Dec 2018

	<p>Standardised tendering thresholds across Gwent provide consistency for regional supply chains.</p>	<p>Internal Audit Procurement Review.</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>To work with Value Wales to enhance the Councils procurement maturity across all facets via the WG " Programme for Procurement"</p>	<p>The procurement function to benefit from regular and revolutionary new learning.</p> <p>The assurance that external support is available when new innovative procurement situations are being explored.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>MTFP</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: National Procurement Service Review is concluded and recommendations implemented.</p>	<p>Scott James – April 2019</p>

Organisational Outcome - Economic				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
To challenge "demand" for external expenditure.	The Council has more money to spend on its priorities.	MCC Well Being Objectives: Future Focused Council MTFP	PI. Amount of savings generated by "pulling demand"	Debra Hill Howells – Scott James - Ongoing
Targeted Continual Professional Development (CPD) in partnership with Value Wales.	Procurement personnel with up to date skills. Greater awareness on how to conduct pre market engagement to ensure optimal returns. Understanding how best to reach a commercial consensus (pain – gain) whilst still allowing contractors to be incentivised for developing innovation. Greater awareness of circular economy procurement principles around, reduce, reuse, recycle and recover will aid the delivery of the well being objectives through our contractual arrangements.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being MTFP PSB Well Being Objectives: Protect and enhance the resilience of our natural environment whilst mitigating and adapting	Milestone: To promote the requirement for ongoing CPD with Value Wales as part of the "Programme for Procurement" initiative. PI. Number of staff who have attended procurement CPD training. Number of outcome based specifications issued.	Scott James October 2018

	<p>Providing technical leads and procurement personnel with the appropriate skills to drive innovation through outcome based specifications.</p> <p>To develop greater negotiating skills in a drive to develop an innovative, empowered commercial culture.</p>	<p>to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>Develop a stronger commissioning voice within the National Procurement Service, and to engage only in collaborations where it represents value to the Council.</p>	<p>To generate a cash saving to the Council.</p> <p>To allow internal resource to focus on local and regional priorities where cash savings are not the end goal.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>MTFP</p>	<p>Milestone: To continue to examine the role out of NPS frameworks on a case by case and value for money basis.</p> <p>PI. Number of collaborative frameworks used and savings identified.</p>	<p>Scott James - ongoing</p>
<p>To drive greater alignment between Procurement, technical officers and Economic Development to promote our future needs through tailored "meet the buyer events"</p>	<p>To increase the level of competition both locally and regionally which in turn should generate cash savings and drive local innovative solutions.</p> <p>To better understand what innovations exist within markets and benefit from this knowledge.</p> <p>To promote Monmouthshire as a place to do business.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p>	<p>Milestone: To continue to promote the importance of early market engagement between potential suppliers and devolved technical lead officers.</p> <p>PI. Number of meet the buyer events held.</p>	<p>Cath Fallon – Scott James & relevant devolved procurement lead officers. – April 2019</p>

		<p>Maximise the potential of the natural and built environment.</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>		
<p>To better understand where the supply voids exist and look to bolster supply chain resilience.</p>	<p>An Economy & Enterprise Strategy that compliments the procurement function to actively promote local supply chain opportunities.</p> <p>To develop a more prosperous, resilient and healthier County and Country.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>Maximise the potential of the natural and built environment.</p>	<p>Milestone: To better understand Management Information relating to tier one supply chain voids both locally, regionally and nationally and to build appropriate strategies to encourage growth.</p> <p>PI. Percentage of contract opportunities that were competed for by Monmouthshire, Gwent, Welsh suppliers.</p>	<p>Scott James – Cath Fallon – April 2020</p>

		<p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Number of contracts awarded where the sub contracting opportunities where awarded within Monmouthshire, Gwent or Wales.</p>	
<p>To be better informed about the Cardiff Capital Region City Deal and its procurement pipeline.</p>	<p>To align in a timely manner to bespoke " Meet the Buyer" events to inform markets of potential main and sub contractor opportunities.</p>	<p>MCC Well Being Objectives:</p> <p>Future Focused Council</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being</p> <p>Maximise the potential of the natural and built environment.</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>	<p>Milestone: Local Councils to have sufficient notification of the CCR City Deal Procurement pipeline to ensure local, regional and national markets are geared up to become part of the solution.</p> <p>Public Service Boards that align their priorities to promote collaboration within Procurement and Economic Development to enhance the resilience and future well being of our supply chains.</p>	<p>Scott James – CCR Heads of Procurement – August 2019</p>

		Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.		
To promote the use of electronic procurement across the council.	<p>To standardise the Councils procurement processes to make it easier and more accessible to do business with.</p> <p>An e procurement solution that is end to end i.e. procurements advertised electronically, orders sent, invoices received payments made and contract management captured electronically.</p> <p>To initiate more Dynamic Purchasing System (DPS) arrangements so as not to restrict competition for the duration of the agreement.</p> <p>To develop a Purchase card strategy for the Council to alleviate cash flow problems for suppliers, whilst the Council benefits from cash rebates.</p>	<p>MCC Well Being Objectives:</p> <p>Thriving and well connected county.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: In line with Public Contract Regulations 2015, all above OJEU tendering processes are fully electronic by 2018.</p> <p>We know need to ensure that we manage the roll out of electronic contract management to all above OJEU procurement awards.</p>	<p>Scott James – Relevant devolved procurement contract managers - Ongoing</p>

Organisational Outcome - Social

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	Performance Indicator/milestone	Officer Responsible & Timescale
To work in collaboration with other responsible stakeholders across the Council to adopt the Code of Practice – Ethical Employment in Supply Chains.	To work with the Council's suppliers to promote good employment practices, which empower and reward workers, which help to improve the quality of life of people here in Wales and further afield.	MCC Well Being Objectives: Thriving and well connected county. Lifelong well-being. Future focused council	Milestone: To develop a proportionate action plan that needs to be approved by Council to eradicate unlawful and unethical employment practices within our supply chains PI. Number and name of officers involved in procurement and the recruitment and deployment of workers who have undertaken training on modern slavery and ethical employment practices.	Matthew Gatehouse, Rob O'dwyer, Sally Thomas, Jon McConnahie, Scott James – November 2018
To consider the potential for a suite of community benefits to be delivered as part of the award criteria when contracting out.	Recognition within the Council that embedding community benefits within contracts has a positive impact on the people we serve.	MCC Well Being Objectives: Thriving and well connected county. Lifelong well-being. Future focused council PSB Well Being Objectives:	Milestone: To work in association with Value Wales and other procurement networks to understand where Community Benefits can be achieved outside of traditional construction based procurements. PI. Number and variety of community benefits achieved through	Scott James – Cath Fallon October 2018

		Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	embedding within contracts.	
To meet with the Councils primary food providers to discuss the potential for utilising Monmouthshire based suppliers within their supply chain.	To keep resources within the local economy whilst building resilient food chains for the future. To contribute to the delivery of a sustainable, low carbon food solution.	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	Milestones: To meet with all interested stakeholders to start to scope what is achievable whilst gaining by in and timelines.	Peter Davies -Scott James - Welsh Government - Incumbent tier one food producers. September 2018

		<p>Provide Children and young people with the best possible start in life.</p> <p>Respond to the challenges associated with demographic change.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>		
Organisational Outcome - Environmental				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	<i>Performance Indicator/milestone</i>	Officer Responsible & Timescale
To actively embed the principles of the Well-being of Future Generations (Wales) Act 2015 within the Council's procurement requirements.	Sustainable Procurement will be a consideration at the outset of the perceived procurement need. Ensuring that all subsequent outcomes are not developed at the detriment of future generations or to the environment.	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p>	<p>PI. Environment – Number of instances of landfill avoidance.</p> <p>Number of instances where the product was recycled.</p> <p>Social – Number of individuals that received Targeted Recruitment and Training (TRT)</p>	Scott James – Hazel Clatworthy - Ongoing

		<p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p> <p>Provide Children and young people with the best possible start in life.</p> <p>Respond to the challenges associated with demographic change.</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p>	<p>Community – Number of Community Projects identified and achieved.</p> <p>Economy – Number of sub contracting opportunities provided.</p> <p>Economy – Percentage of suppliers paid promptly and fairly.</p>	
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<p>Where practical to embed " Circular Economy" principles as standard questions within procurement Buisness Case documents.</p>	<p>To challenge technical officers ideas by asking " what is actually needed?", does it require a purchase of a product or can it be provided as a service? Engage with suppliers and wider market to identify circular solutions. To move away from traditional linear procurement approach of "make, use, dispose"</p>	<p>MCC Well Being Objectives: The best possible start in life. Maximise the potential of the natural and built environment. Thriving and well connected county. Lifelong well-being. Future focused council PSB Well Being Objectives: Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change. Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>Milestone: For WG and Councils to actively pursue embedding Circular Economy principles in those tender documents that lend themselves towards these principles.</p>	<p>Scott James - Ongoing</p>
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<p>To meet with the Councils primary food providers to discuss the potential for reducing single use plastics within the supply chain.</p>	<p>Sustainable development within procurement activities will help improve the environment, build stronger communities and enhance the Well Being of Monmouthshire.</p>	<p>MCC Well Being Objectives:</p> <p>The best possible start in life.</p> <p>Maximise the potential of the natural and built environment.</p> <p>Thriving and well connected county.</p> <p>Lifelong well-being.</p> <p>Future focused council</p> <p>PSB Well Being Objectives:</p> <p>Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.</p> <p>Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.</p>	<p>PI. Reduction in single use plastics being consumed.</p>	<p>Scott James – Hazel Clatworthy – Pauline Batty - Ongoing</p>
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How we will Evaluate Progress

This section sets out how we will evaluate our progress to ensure transparency and accountability as part of our governance arrangements.

The delivery of this strategy and supporting action plan will be embedded and managed through the the Strategic Procurement Units Service Improvement Plan, with each action being reviewed on a quarterly basis.

For each corresponding procurement where there is a requirement to test the market via an open tender process a "commodity – procurement strategy" will be initiated, this will require all responsible officers with a procurement need to answer a series of questions to safeguard the Council that appropriate transparency and accountability are in evidence before we " go to market".

All actions will be aligned with the Procurement Policy framework and other legislative acts where the procurement process can add value, including Wales Procurement Policy Statement, Programme for Procurement, Well-being of future generations Act and Code of Practice – Ethical Employment in Supply Chains.

Performance Indicators

Indicator	Actual 2016/17	Actual 2017/18	Target 2018/19	Comment
Savings from influencable procurement spend	40,000	50,000	330,000	
Amount of cash savings generated via purchase card rebate.	N/A	N/A	TBC	New indicator, to assess the income streams being returned from the roll out of purchase cards.
Amount of expenditure awarded directly to Monmouthshire based businesses	N/A	£7,449,741	TBC	This target will only include expenditure that has been made following the award of contract, it will not include indirect spend via sub contracting opportunities.
Amount of expenditure awarded directly to suppliers within an " NP" post code.	N/A	£26,900,050	TBC	This target will only include expenditure that has been made following the award of contract, it will not include indirect spend via sub contracting opportunities.
Number of collaborative contracts used	40	58	30	This figure will be dependent on the Councils requirements and whether suitable contracts already exist.
Number of none construction Contracts where Community Benefits have been included	N/A	N/A	TBC	New indicator, traditionally CB the domain of Construction based contracts.
Engagement with social enterprises, including supported factories	N/A	N/A	TBC	New indicator, to assess the impact of these considerations.
Number of tenders where outcome based specifications have been used	N/A	N/A	TBC	New indicator, to better understand where innovation can thrive and to build on these experiences.
Number and commodity areas of tenders where circular procurement requirements have been documented within specifications – award criteria	N/A	N/A	TBC	New indicator, to measure the impact of where circular economy principles demonstrate the biggest returns.

Risks

There are risks attached to the delivery of this plan and good governance will ensure these risks are understood, managed and communicated. The Council has an established risk management policy that sets out the Council's policy and approach to strategic risk management. The risks related to the delivery of this plan have been identified, assessed and mitigating actions established.

Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likelihood	Impact	Risk Level		Year	Likelihood	Impact	Risk Level
Lack of capacity within the procurement function will hamper the influence that can be exerted, which in turn will impact on the cost, quality and innovation of the procured solution. Page 291	Only two MCIPS qualified officers within the Council.	18/19	Possible	Major	Medium	The Strategic Procurement Unit will look to build in additional capacity, where this is cost neutral.	18/19	unlikely	Major	Low
	No contingency planning evident within the procurement function.	19/20					19/20			
	WG Procurement Fitness Health Check recommends 1 FTE for every £10,000,000 of third party spend.	20/21					20/21			
The identification of future procurement opportunities and associated Business Cases are not integral within our existing Contract Procedure Rules.	No electronic workflow exists to capture future large scale procurement needs.	18/19	Possible	Major	Medium	To develop an electronic workflow solution for both advanced forecasting and the development of Business Case approval within the new iteration of the Councils Contract Procedure Rules – December 2018.	18/19	unlikely	Major	Low
	Need to develop solution within Contract Procedure Rules so that the procurement function are alerted in advance of resource being required.	19/20					19/20			
		20/21					20/21			

<p>No existing Corporate procurement training provision has been identified.</p>	<p>Due to the current financial austerity measures no procurement training programme exists within Wales.</p> <p>A programme of extensive procurement training provision was delivered to the Corporate Procurement Network in 2015, this needs to be followed up with some timely and topical refresher training i.e. Commercialisation, Developing Circular Economy Procurement and Well Being outcomes through the procurement process.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>Medium</p>	<p>To agitate Value Wales via the pending “Programme for Procurement” to resource and procure the required training provision to progress the Councils and the Welsh Public Sectors procurement maturity – January 2019</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>
<p>The current suite of electronic procurement platforms are procured and resourced by WG. This funding will cease from January 2019</p>	<p>WG via Value Wales are actively consulting with representative users across the Country to develop a solution.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>High</p>	<p>Await recommendations from Value Wales (Summer 2018) on the future of the electronic procurement service.</p> <p>Identify budget pressure for the procurement of the required services and procure regionally.</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>
<p>Insufficient dedicated personel are involved in robust and proportionate Contract and Project Management.</p>	<p>Documented evidence exists of areas where better Project and Contract Management would have helped rationalise our stock and reduced costs.</p>	<p>18/19 19/20 20/21</p>	<p>Possible</p>	<p>Major</p>	<p>High</p>	<p>As part of the Procurement Business Case there will be an expectation that devolved procurement personnel are able to predict whether Project Management is integral to the pending success of their</p>	<p>18/19 19/20 20/21</p>	<p>unlikely</p>	<p>Major</p>	<p>Low</p>

						procurement. There will also be an expectation that Contract Managers are identified at the earliest possible stage to drive the documented solutions that have been agreed.				
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Appendix 1

Wales Procurement Policy Statement 2015

Wales Procurement Policy Statement

In December 2012 I launched the Wales Procurement Policy Statement (WPPS) setting out the principles by which I expect public sector procurement to be delivered in Wales. In the 2 years since the launch we have seen the profile of procurement rise significantly and a wider understanding that, when used effectively, procurement can be a strategic tool to deliver economic benefit to the people of Wales. Having secured agreement to legislative powers in respect of procurement for Wales this is a timely opportunity to review and strengthen the WPPS to support delivery of better public services in Wales, deliver increased job and training opportunities and support the economy.

Delivery of the first programme of Procurement Fitness Checks tells us that progress has been made since the publication of John McClelland's review 'Maximising the Impact of Welsh Procurement Policy'. The Fitness Check reports, published on the Procurement Route Planner at <http://prp.gov.wales/fitnesschecks2014/>, have provided organisations with a clear benchmark which they can use to move forward with the support of Welsh Government.

Key policies like Community Benefits continue to play an important role in the delivery of wider Government objectives. Results from the projects measured to date show they are clearly contributing to our tackling poverty agenda and now supporting delivery of our LIFT programme. Introduction of our advice notes on Blacklisting and Employment Practices in Procurement is helping drive ethical behaviour and ensure the public sector in Wales is good place to do business.

We have seen procurement capability across Wales grow with the introduction of 28 new procurement officers trained through the Home Grown Talent Project and over 600 public sector officers benefitting from procurement related training.

Since its launch in 2013, the National Procurement Service (NPS) has seen 73 Welsh public sector organisations make a 5 year commitment to use the contracts and frameworks that will bring together the procurement of common and repetitive spend across the Wales. With stretching targets to deliver up to £25m in savings once fully operational, I am pleased to see good progress is already being made.

But it is clear we are only at the early stages of this journey there is much more we can do. I have welcomed the introduction of the new EU Public Procurement Directive and I am determined that Wales will maximise the opportunities that this offers. Many of the new provisions serve to strengthen existing Welsh Government policy and we must now see this policy put into practice across Wales. To this end I would expect to see procurement treated with the respect it deserves, with organisations acknowledging the economic benefit it delivers, and recognising procurement at Board level.

We have seen expenditure won by Wales based suppliers rise from 35% in 2004 to 55% in recent years and I am sure that there is potential for this to increase even further in the future. This suggests that the application of tools like SQuID and guidance on joint bidding are helping more local businesses to access and win work. The new Directive provides an opportunity to break down more barriers for business and develop practices that continue to standardise and simplify processes and encourage Third sector organisations, including cooperatives and mutuals to engage with us.

The recent passing of the Well-being of Future Generations (Wales) Act (2015) gives us a new opportunity to advance the principles of public procurement in Wales, building on the good work since 2012. Putting this into practice in the public service means we must continue to look toward our future generations and deliver more sustainable outcomes from our procurements so that our expenditure can help achieve the seven well-being goals for Wales set out in the Act.

The Procurement Board has the responsibility for monitoring adoption of the WPPS and overseeing how the £5.5bn spent annually through procurement delivers for Wales. I will continue to monitor progress closely and introduce regulation to enable the Welsh public sector to utilise our progressive policy agenda to the best effect.

Jane Hutt, AM
Minister for Finance and Government Business

9th June 2015

Definition of Procurement

This policy adopts the Sustainable Procurement Task Force¹ definition of procurement: *“the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”*.

The Principles of Welsh Public Procurement Policy

In carrying out procurement activity the public sector in Wales are required to adopt the following policy principles:

1. **Strategic** - Procurement should be recognised and managed as a strategic corporate function that organises and understands expenditure; influencing early planning and service design and involved in decision making to support delivery of overarching objectives.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none">• set out a ‘maturity model’, against which development of procurement can be measured across the Welsh public sector. □ Facilitate a Procurement Fitness Check Programme, to include a self assessment model for eligible organisations• Provide a standard template against which public bodies will report the outcome and progress against action plans.• Provide access to policy, advice and resources which enable public bodies to improve procurement outcomes.	<p>The Welsh public sector will:</p> <ul style="list-style-type: none">• measure themselves against the maturity model, by undertaking an annual Procurement Fitness Check and reporting the recommendations and action plan progress to Welsh Government.
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¹ Procuring the Future, 2006

2. **Professionally resourced** – procurement expenditure should be subject to an appropriate level of professional involvement and influence, adopting the initial benchmark of a minimum of one procurement professional per £10m of expenditure across the wider public sector.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • promote adoption of a procurement competency framework setting out qualifications, experience and expertise that will support a structured procurement career. • provide routes to training and development, including those which enable public bodies to cultivate professional procurement and commercial expertise. • Drive forward the shared services programme, enabling public bodies to utilise resources to best effect. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • ensure adequate skills and resources are in place to carry out effective procurement and contract management. • where gaps are identified within organisations, consider opportunities to share expertise across organisational boundaries • have a procurement training strategy which addresses resource and skills gaps and share this with Welsh Government to support future skills development strategy. • Incentivise procurement officers to maintain their continuous professional development and maintain their CIPS License to Practice, including CIPS Ethics Module
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3. **Economic, Social and Environmental Impact** - Value for Money should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • <i>Maximise the opportunities presented by the revised EU Procurement Directive to drive economic, social and environmental impact</i> • provide leadership, guidance and tools on procurement best practice. • Issue updated policy guidance on ethical procurement issues including but not limited to <ul style="list-style-type: none"> ▪ the opportunity to reserve contracts for suppliers with a 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Provide leadership on procurement best practice • use a whole life costing approach to procurement decisions, taking account of the long-term impact. • Be pro active in managing suppliers, considering the whole supply chain • Identify areas of expenditure which can be reserved for suppliers with a workforce of 30% or more disadvantaged workers
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<p>workforce of 30% or more disadvantaged workers</p> <ul style="list-style-type: none"> ▪ the opportunity to reserve contracts for suppliers with a social ethos e.g. Co operatives and Mutuals at first tender. ▪ Impact of the Modern Slavery Act on supply chain management Provide intelligence on the make up of the Welsh Economy to support development of procurement strategies that support Welsh economic growth 	<p>Identify areas of expenditure which can be reserved for suppliers with a social ethos</p> <p>e.g. Co operatives and Mutuals at first tender.</p> <p>Apply the Sustainability Risk Assessment to all procurements above £25,000</p>
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4. **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide Community Benefits policy; strengthening support available on the ground and challenging the application 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • appoint a community benefits champion for their organisation and advise Welsh Government • apply a Community Benefits approach to all public sector procurements • apply the Measurement Tool to all such contracts over £1m, as a minimum • Provide justification for all contracts valued above £1m where the approach has not been used
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5. **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all and smaller, local suppliers are not precluded from winning contracts individually, as consortia, or through roles within the supply chain. .

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide www.sell2wales.co.uk, including the SQuID common question set. • Provide Leadership, guidance & tools on best practice procurement approaches • Improve information on forward programmes by maintaining publication of the Wales Infrastructure Investment Plan. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • amend standing orders to require advertisement of all contracts over £25k on www.sell2wales.gov.uk. • proactively publish their forward contract programmes on their website • Use appropriate 'lotting' strategies. • apply the SQuID approach as standard to supplier selection. • Publish contract award notices on www.sell2wales.gov.uk • Ensure procurements are available and accessible to all including collaborative bids (i.e. consortia) • Promote fair payment terms throughout the supply chain
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6. **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches and use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • develop and promote simplified approaches to procurement based upon the adoption of common systems and processes, including the Welsh eprocurement service, that reduce the cost of doing business. • Provide a centrally funded 2 year change programme to accelerate e-trading 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • adopt and embed common procurement approaches. • Make best use of available eprocurement tools • measure themselves against the eProcurement Maturity model and eProcurement Organisational Benefits model as part of the annual procurement
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<ul style="list-style-type: none"> • Provide structured support to public bodies to undertake business change management to support effective utilisation of e-procurement • Provide a single point of contact for supplier feedback 	<p>fitness check process</p> <ul style="list-style-type: none"> • Encourage supplier feedback on ease of process and channel through to Welsh Government • Pay all correct invoices on time Use Project Bank Accounts where appropriate • Adopt a 'no purchase order no payment' policy for all procurement activity
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7. **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches and specifications managed by the National Procurement Service (NPS) to reduce duplication, to get the best response from the market, to embed the principles of this Policy Statement for the benefit of Wales; and to share resources and expertise.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • deliver collaborative contracts and frameworks through National Procurement Service to the value of 2.2bn over the next 2 years. • Support collaboration and the wider shared services agenda. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • participate in the National Procurement Service for the benefit of Wales and their individual organisation. • Consider opportunities for further collaborative procurement initiatives • monitor and report on engagement with NPS and other collaborative initiatives
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8. **Supplier Engagement and Innovation** – dialogue with suppliers should be improved to help get the best response from the market place, to inform and educate suppliers, and to deliver optimum value for money.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • Provide clear policy direction on procurement best practice in support of public bodies in Wales adopting 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • publish a single electronic point of contact for supply chain dialogue/feedback/ queries
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<p>approaches to procurement that are informed and influenced by feedback from the supply chain. Provide business support to suppliers through the Business Wales service</p>	<ul style="list-style-type: none"> • ensure de-briefing provides adequate tender feedback. • use outcome based specifications where appropriate to encourage business innovation. • use pre market engagement where appropriate • Regularly publish contract award notices • consider opportunities for using new innovation partnership provision of the Public Contract Regulations • ensure regular contract performance management reviews are conducted and use these to encourage two-way dialogue
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9. **Policy Development and Implementation** – deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015)

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • consult with social partners and other relevant stakeholders on matters which may be influenced through public procurement policy. • Utilise the general designation on procurement to issue procurement guidance in the form of regulatory requirements for the Welsh public sector 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Deploy the procurement guidance issued in all relevant contracts.
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10. **Measurement and Impact** – in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement, and examples of good and poor practice openly shared.

How will this be achieved?

Welsh Government will:

- provide a standard framework of procurement measures that are proportionate and demonstrate engagement with the WPPS.
- Collate information and report to the Minister for Finance & Government Business and Procurement Board for consideration in future policy development implementation.

The Welsh public sector will:

- Complete an annual return to Welsh Government of procurement outcomes, achieved through procurement.



MEASURES

Principle 10 of the WPPS commits the Welsh Government and the Welsh public sector to work collaboratively in the preparation and delivery of an annual return to measure adoption of the WPPS in Procurement activity across Wales. Table 1 identifies the scope of measurement.

Table 1

Theme	WPPS Principle Link	Policy Link	Adoption Metrics
Resource & capability	1, 2, 7, 9	<ul style="list-style-type: none"> - Welsh public sector Procurement Maturity Matrix - Procurement Training 	<ul style="list-style-type: none"> <input type="checkbox"/> Procurement fitness check level <input type="checkbox"/> Level of professional procurement intervention <input type="checkbox"/> Evidence of commitment to continuous professional development
Economic Impact	3, 4, 5, 6, 7, 8, 9, 10	<ul style="list-style-type: none"> - Sustainability Tools - E procurement service - Community Benefits - Joint Bidding Guide - Ethical Procurement Advice Notes - Supplier Qualification Information Database (SQuID) 	<ul style="list-style-type: none"> <input type="checkbox"/> Savings from influencable procurement spend <input type="checkbox"/> Engagement with Welsh Business <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Engagement with collaborative contracts and service provision <input type="checkbox"/> Adoption of e procurement systems <input type="checkbox"/> Adoption of low value advertising <input type="checkbox"/> Publication of contract award notices <input type="checkbox"/> Adoption of a proportionate, risk based approach <input type="checkbox"/> Use of the SRA

Social Impact	3, 4, 8, 9, 10	<ul style="list-style-type: none"> - Sustainability Tools - Sell2Wales - Community Benefits - Wales Infrastructure Investment Plan - Joint Bidding Guide - Ethical Procurement Advice Notes 	<ul style="list-style-type: none"> <input type="checkbox"/> Engagement with ethical procurement policies <input type="checkbox"/> Engagement with Welsh Business <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Engagement with social enterprises, including supported factories <input type="checkbox"/> Use of the SRA
Environmental Impact	3, 4, 8, 9	<ul style="list-style-type: none"> - Sustainability Tools - E procurement service - Sell2Wales - Community Benefits 	<ul style="list-style-type: none"> <input type="checkbox"/> Environmental impact of influencable procurement spend <input type="checkbox"/> Delivery of Community Benefits <input type="checkbox"/> Adoption of e procurement systems <input type="checkbox"/> Use of the SRA

Appendix 2

Code of Practice – Ethical Employment in Supply Chains



Llywodraeth Cymru
Welsh Government

Code of Practice Ethical Employment in Supply Chains



Ministerial Foreword

“The Welsh public sector spends around £6bn every year on goods, services and works involving international supply chains. A huge range of goods, works and services are purchased by every part of the public sector but the uniting factor is that people are involved in each stage of these supply chains.

It is therefore vital that, at every stage, there are good employment practices for the millions of employees. Good employment practices, which empower and reward workers, help to improve the quality of life of people here in Wales and further afield and, in turn, result in better quality goods and services. Poor – and even unethical – practices, such as the unfair use of zero hours contracts, can lead to poor morale, high staff turnover and, in some cases, can be dangerous and exploitative.

Although slavery was outlawed many years ago, and is illegal throughout the world, it is an endemic problem in some industries and in some parts of the world. Indeed, cases of people being held in conditions of modern slavery are discovered within the UK. We must do more to ensure these practices cannot take place in Wales and in our public sector supply chains around the world.

We have produced this *Code of Practice on Ethical Employment in Supply Chains* to ensure all public sector organisations are taking action to eradicate unlawful and unethical employment practices and to ensure all workers at every stage of the supply chain are treated fairly. The 12 commitments in this code of practice are aimed at public, private and third sector organisations and the

accompanying guides include advice and tools for putting each commitment into practice.

I hope as many organisations as possible sign up to the code of practice, which will ensure we contribute to the wellbeing of our people living and working in Wales and those involved in our supply chains across the world.”



Mark Drakeford

Mark Drakeford AM
Cabinet Secretary for
Finance and Local
Government

This Code of Practice has been established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds.

Evidence illustrates that unethical employment practices are taking place in supply chains throughout Wales and beyond.

This Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU, and international laws. The Code covers the following employment issues:

- Modern Slavery and human rights abuses
- Blacklisting
- False self-employment
- Unfair use of umbrella schemes and zero hours contracts
and
- Paying the Living Wage

Further information on each of these issues can be found in the Code of Practice Toolkit www.gov.wales/code-of-practice

In signing up to the Code, organisations will agree to comply with 12 commitments designed to eliminate modern slavery and support ethical employment practices.

The Welsh Government expects all public sector organisations, businesses and third sector organisations in receipt of public sector funding to sign up to this Code of Practice. Other organisations operating in Wales from any sector are encouraged to adopt the Code.

Action taken in relation to the 12 commitments contained within the Code should be appropriate and proportionate, in line with the size and influence of each organisation and the level of risk of labour exploitation within its supply chain.

The Code of Practice should be read in conjunction with the Toolkit which contains practical guidance, example text and templates to help address each of the subjects covered, and policy advice for public sector organisations.



Our organisation will:

1. Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:
 - 1.1. Appoint an Anti-Slavery and Ethical Employment Champion.
2. Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation. We will review the policy annually and monitor its effectiveness We will also:
 - 2.1. Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.
3. Ensure that those involved in buying/procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained.
4. Ensure that employment practices are considered as part of the procurement process. We will:
 - 4.1. Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.
 - 4.2. Include appropriate questions on ethical employment in tenders and assess the responses provided.
 - 4.3. Incorporate, where appropriate, elements of the Code as conditions of contract.
 - 4.4. Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.
5. Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:
 - 5.1. Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.
 - 5.2. Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.
6. Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain.
7. Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:
 - 7.1. Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.
 - 7.2. Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.
 - 7.3. Work with our suppliers to rectify any issues of illegal or unethical employment practice.
 - 7.4. Monitor the employment practices of our high risk suppliers, making this a standard agenda item for all contract management meetings/reviews.

8. Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:
- 8.1. Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages.
 - 8.2. Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.
 - 8.3. Avoid Health and Safety responsibilities.
9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:
- 9.1. Not make use of blacklists/prohibited lists.
 - 9.2. Ensure that our suppliers do not make use of blacklists/prohibited lists.
 - 9.3. Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right.
 - 9.4. Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.
10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:
- 10.1. Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK.
 - 10.2. Consider becoming an accredited Living Wage Employer.
 - 10.3. Encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff
- working in the UK are paid at least the minimum wage.
11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:
- 11.1. Ensure that the statement is signed off at senior management/board level.
 - 11.2. Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made.
- All organisations signing up to this Code are expected to produce and publish this annual written statement – for commercial organisations with a turnover of £36m or more, this also fulfils the requirements of Section 54 of the Modern Slavery Act 2015.*
- We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register www.tiscreport.org free of charge for all public and small organisations. In exchange, they can make use of the Wales AntiSlavery Logo.*
- For Public sector to whom the Code of Practice on Workforce Matters (2014) applies:**
12. Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:
- 12.1. Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.
 - 12.2. Ensure that other staff working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff.

Implementing the Code of Practice:

The “ Code of Practice – Ethical Employment in Supply Chains” has been established to help ensure workers in public sector supply chains in Wales are employed in a fair and ethical way.

The scope of the Code of Practice covers procurement, supplier selection, tendering, contract management and supplier management.

Who can sign up to the Code?

Organisation type	
Welsh public bodies whose functions are wholly or mainly Welsh devolved: <ul style="list-style-type: none"> • Welsh Government • National Procurement Service • Welsh Government Sponsored Bodies • NHS Wales • Local Government • Emergency Services (excluding Police) 	Are expected to sign up to the Code
Higher and Further Education Institutions	Are expected to sign up to the Code
Third sector organisations in receipt of Welsh public funds through grants, contracts or any other means	Are expected to sign up to the Code
Businesses involved in Welsh public sector supply chains	Are expected to sign up to the Code
Other public bodies based in Wales	Are encouraged to sign up to the Code
Other businesses based in Wales	Are encouraged to sign up to the Code



How to sign up

To notify us that you are signing up to the Code, simply send an email to vwpolicy@wales.gsi.gov.uk using the subject line 'Code of Practice' and include the following information:

- Your name
- Your role
- Your email address
- Your organisation's name
- Your organisation's contact details – address & telephone number

Code of Practice Toolkit

This Code is accompanied by a Toolkit made up of a series of Guides and Procurement Advice Notes along with document templates, example tender questions, and example contract conditions. These provide practical advice and guidance to help you when implementing the Code.

The following Guides are available to download at www.gov.wales/code-of-practice

- Guide to tackling modern slavery and human rights abuses
- Guide to tackling unethical employment practices
- Guide to tackling Blacklisting
- Guide to implementing the Living Wage through procurement
- Example Questions, Conditions and Policies

The following Procurement Advice Notes (PANs), aimed at public sector procurers, also form part of the Toolkit:

- Employment Practices on Publicly Funded Projects
- Blacklisting in the Construction Industry
- Revised Code of Practice on Workforce Matters.

Other policy commitments, particularly for the public sector, such as those produced by

Workforce Partnership Council, should be applied. Where relevant these are referenced in the Guides.

How to implement the Code

In your own organisation:

The Welsh Government appreciates that the commitments within the Code are wide-ranging. You should be able to take action on the majority of the commitments quickly, particularly those that relate to your contracting activity, but some will take time to implement in full. Once you have signed up to the Code, we recommend you take the following steps:

- Carry out an assessment to identify the commitments with which you already comply.

For the remaining commitments:

- Prioritise the commitments according to your own organisation's impacts and situation.
- Develop an Action Plan, detailing the activities you will be undertaking to implement each commitment.
- Assign timescales to each of the actions within your Action Plan.

If you are a small organisation you may need longer to implement the Code fully. We suggest you begin with those commitments which you feel have most relevance to your organisation and work on others over time. Alternatively you may also wish to take more focussed action against each of the commitments. For example, for Commitment 7 'Assess our expenditure to identify and address issues of modern slavery and unethical employment practice' – you could begin by only assessing suppliers who supply a particular type of commodity, or only those suppliers involved in supplying your core product or service.

In your Supply Chain(s):

A number of the commitments within the Code relate to ethical practices within your supply chains. An effective way to achieve

this is to expect your suppliers to sign up to the Code.



Reporting requirements

For Welsh public sector bodies only:

Welsh public sector organisations will be asked to report on their status in relation to sign-up and implementation of the Code providing information on:

- The number of staff involved in procurement who have undertaken training on modern slavery and ethical employment practices (as both a number & percentage); and
- The number of suppliers who have signed up to the Code of Practice as a result of action taken by the organisation.

We will also ask for copies of your Code of Practice Action Plan (which should form part of your annual Written Statement).

Issues relating to ethical employment practices on publicly funded projects which are raised through the Supplier Feedback Service will be reported.

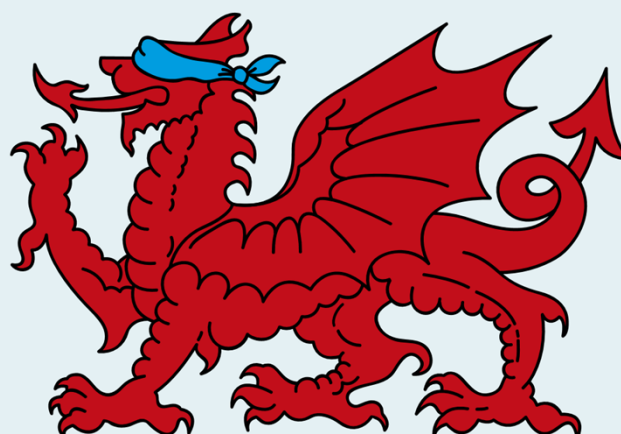
For all organisations:

Through Commitment 11 of the Code each organisation agrees to produce and publish an annual written statement outlining the steps taken in relation to modern slavery. You will only be able to continue to use the Wales anti-slavery logo if you continue to produce your annual statement and commit to carrying out the actions contained in it.

Supporting information

Practical advice and guidance on implementing the Code are contained within the Code of Practice Toolkit: www.gov.wales/code-of-practice

Say **NO**
to Slavery

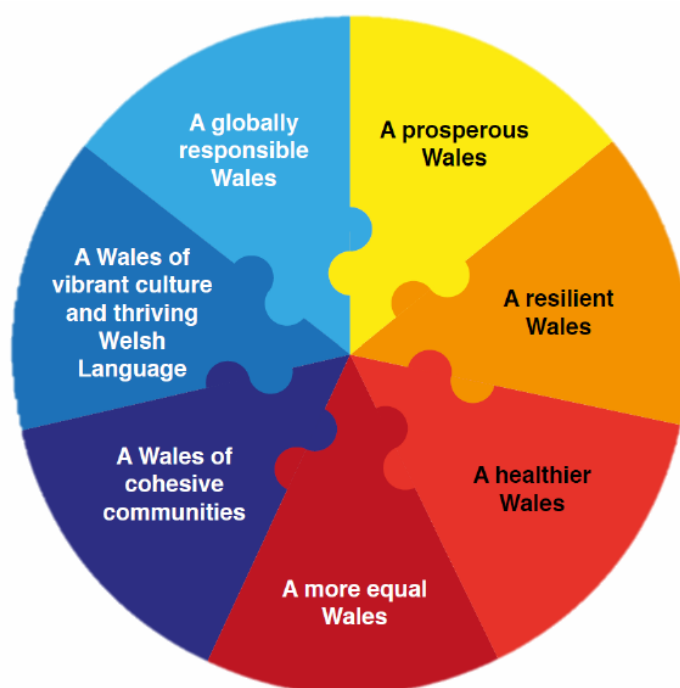


Modern Slavery Helpline: **0800 0121700**

Appendix 3 - National Policy Context

The Well-Being of Future Generations Act

The Well-being of Future Generations Act is the fundamental legislation that requires us to carry out sustainable development, this should ensure that present needs are met without compromising future generations in meeting their own needs. When carrying out sustainable development, we have to publish well-being objectives which are designed to maximise our contribution to achieving each of the seven national wellbeing goals and take all reasonable steps to meet the objectives. The seven wellbeing goals are shown in the diagram below while our own well-being goals are incorporated within this plan. The contribution our plan makes towards the seven national objectives has been assessed and is shown in this plan.



In planning our services and taking action to meet our well-being objectives we must consider, but also demonstrate that we have applied, the following 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 considering their views.
- 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 (PSB) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals.

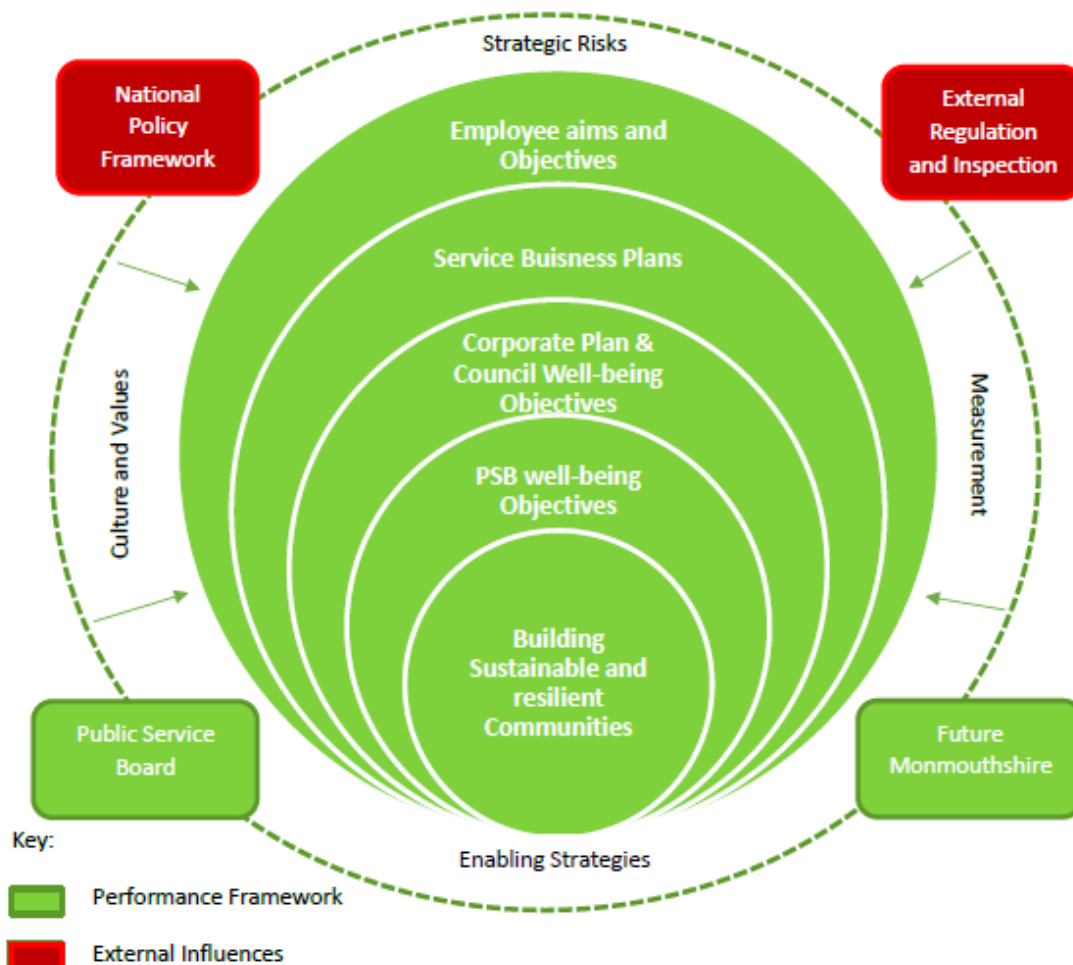
Appendix 4 – Local Policy context

Our Improvement Framework is supported by a range of plans as part of our Policy Framework that guide our actions to improve services.

Performance Management Framework

Our performance management framework; illustrates the interdependencies and how the policies, plans and programmes it contains, should be mutually reinforcing. In simple terms, our performance management framework is integral to the adoption and application of our plan because it makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building sustainable and resilient communities is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by the Council based on the same well-being assessment as the PSB objectives and, form the backbone of our Five Organisational Goals in the corporate plan. Each of our teams has a business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show how the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.



Our 'enabling strategies' support the delivery of our objectives. Our work is also informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	<p>The Public Service Board Well-Being Plan</p> <p>Monmouthshire's Public Service Board has produced a well-being plan which sets four objectives they will work on to improve well-being in the County now and in the future</p>	
Plan	<p>Corporate Plan including Council well-being objectives</p> <p>Set out the direction for the Council in the next 5 years the resources required to deliver it and articulates the council's well-being objectives for carrying out sustainable development and maximise the contribution to achieving the wellbeing goals</p>	
Strategy	<p>Asset Management Plan</p> <p>Describes how we manage our land and property portfolio</p>	<p>Financial Plan</p> <p>Sets out the financial challenges we face & how we will meet these challenges</p>
	<p>People Strategy</p> <p>The strategy connects people to purpose to improve performance and deliver better outcomes</p>	<p>Digital and Customer Strategy</p> <p>The steps we will take to develop our digital offer in our services and communities</p>
	<p>Local Development Plan</p> <p>Our proposals and policies for future development and use of land</p>	<p>Economy and Enterprise Strategy</p> <p>Our proposals for increasing competitiveness, innovation and productivity.</p>
	<p>Corporate Procurement Strategy</p> <p>Our proposals for delivering value for money, innovative and legally compliant contractual arrangements.</p>	
Delivery	<p>Service business plans</p> <p>Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.</p>	<p>Employee Aims and Objectives</p> <p>Employee appraisals enable individuals and teams to outline the values and performance that is relevant in their role and connects them to the purpose of the organisation.</p>
Evaluation & Risks	<p>Evaluation</p> <p>Evaluates performance, plans & metrics to monitor performance.</p>	<p>Strategic Risk Assessment</p> <p>Identifies, manages and monitors the Council's Strategic risks.</p>

Future Monmouthshire

The *Future Monmouthshire* programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around our design principles. Future Monmouthshire has also focussed in on a number of significant future trends, such as the future of work, the utility of automated systems and machine learning, forward-looking land-use and house building and alternative models of service delivery. We have nine design principles that link to longer-term goals which help guide our work.

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REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2018/19 OUTTURN STATEMENT
DIRECTORATE	Resources
MEETING	Cabinet
DATE	25th July 2018
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Members with information on the revenue and capital outturn position of the Authority at the end of reporting period 1 which represents the financial outturn position for the 2018/19 financial year based on May inclusive activities.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue forecast of £471,000 overspend.
- 2.2 Members consider a capital outturn spend of £35.7m, which accords with budget provision for the year, after proposed slippage of £75,000. This describes a breakeven position not uncommon for this early in the year, although there is a potential for additional 21c schools costs in respect of additional asbestos removal and treatment costs not anticipated, which colleagues indicate could be the order of £350,000.
- 2.3 Considers the use of reserves proposed in para 3.8.1,
- 2.4 Members note that the low level of earmarked reserves will notably reduce the flexibility the Council has in meeting the challenges of scarce resources going forward.
- 2.5 Members note the extent of movements in individual budgeted draws on school balances, and acknowledge a reported net forecast deficit of £622k resulting, and support the amendments to MCC's Fairer Funding Regulations as described in para 3.8.13 for onward engagement with schools forum and governing bodies

3. MONITORING ANALYSIS

3.1 Revenue Position

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

3.1.2 Responsible Financial Officer's Summary of Overall Position Period 1

Table 1: Council Fund 2018/19 Outturn Forecast Summary Statement at Outturn

Service Area	Initial 2018-19 Annual Budget	Virements to budget	Period 2 Annual Budget	Revised Forecast Outturn	Forecast Over/ (Under) @ Month 2	Forecast Over/ (Under) @ Outturn
	£'000			£'000	£'000	£'000
Adult Services	7,501	0	7,501	7,573	72	242
Children Services	11,373	0	11,373	11,655	282	1,578
Community Care	22,704	0	22,704	22,572	-132	-1,020
Commissioning	1,631	0	1,631	1,583	-48	-156
Partnerships	366	0	366	366	0	25
Public Protection	1,417	0	1,417	1,435	18	-58
Resources & Performance	676	0	676	660	-16	-25
Total Social Care & Health	45,668	0	45,668	45,844	176	586
Individual School Budget	43,620	0	43,620	43,620	0	169
Resources	1,440	0	1,440	1,440	0	-85
Standards	5,113	0	5,113	5,495	382	93
Total Children & Young People	50,173	0	50,173	50,555	382	177
Business Growth & Enterprise	1,456	0	1,456	1,464	8	7
Governance, Democracy and Support	3,893	0	3,893	3,882	-11	-75
Planning & Housing	1,815	0	1,815	1,815	0	54
Tourism Life & Culture	3,445	0	3,445	3,503	58	289
Total Enterprise	10,609	0	10,609	10,664	55	275
Legal & Land Charges	458		458	455	-3	-23
Operations	15,394	47	15,441	15,652	221	615
Total Chief Executives Unit	15,852	47	15,899	16,117	218	592
Finance	2,486	0	2,486	2,439	-47	-231
Information Communication Technology	2,679	0	2,679	2,733	54	4
People	1,680	-47	1,633	1,667	34	-9

Commercial and Corporate Landlord Services	844	0	844	1,002	158	-79
Total Resources	7,689	-47	7,642	7,841	199	-315
Precepts and Levies	18,467	0	18,467	18,467	0	-4
Corporate Management (CM)	120	0	120	61	-59	-135
Non Distributed Costs (NDC)	669	0	669	669	0	-21
Strategic Initiatives	493	0	493	43	-450	-318
Insurance	1,333	0	1,333	1,333	0	-173
Total Corporate Costs & Levies	21,082	0	21,082	20,573	-509	-632
Net Cost of Services	151,073	0	151,073	151,594	521	683
Fixed Asset disposal costs	153	0	153	153	0	0
Interest and Investment Income	-56	0	-56	-61	-5	-136
Interest payable & Similar Charges	3,326	0	3,326	3,331	5	-729
Charges required under regulation	4,500	0	4,500	4,500	0	-117
Contributions to Reserves	224	0	224	224	0	-221
Contributions from Reserves	-1,408	0	-1,408	-1,408	0	349
Capital Expenditure funded by revenue contribution			0	0	0	0
Appropriations	6,739	0	6,739	6,739	0	-854
General Government Grants	-63,091		-63,091	-63,091	0	0
Non Domestic rates	-30,177		-30,177	-30,177	0	0
Council Tax	-70,838	0	-70,838	-70,838	0	-270
Council Tax Benefits Support	6,294		6,294	6,244	-50	-211
Financing	-157,812	0	-157,812	-157,862	-50	-481
Net Council Fund (Surplus) / Deficit	0	0	0	471	471	-652

3.1.3 The outturn variances reported by way of last year's surplus and this year's forecast deficit may seem a significant amount, but putting such variances in context, they both equate to less than 0.5% variation against the net cost budget before financing. This is an incredibly close correlation given the volume of budget holders involved in the process, the volatility in pressures and savings proposals experienced during the year and the need to secure compensatory savings to mitigate adverse positions highlighted earlier in the year. Clearly a surplus is more attractive to the Council than an equivalent deficit, so the use of periodic monitoring as a tool for change during the year should not be underestimated.

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

Net Council Fund Surplus	2018-19	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000	£'000
Period 1	471 deficit	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2		62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3			79 surplus	162 deficit	144 deficit
Outturn		652 surplus	884 Surplus	579 surplus	327 surplus

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

3.2.1 Stronger Communities Select Portfolio (£142k net underspend)

- Chief Executives Unit (£218k overspend)

Legal division exhibited a small **£3k surplus**, due to staff and service savings exceeding loss in reported income. **Operations anticipates a collective £221k deficit**. The position for each of main Operations areas is as follows, Highways £39k surplus, catering £42k deficit, cleaning and transport administration breakeven, Passenger Transport £100k deficit, Waste and Streetscene £118k deficit.

- Resources Directorate (£199k overspend)

Finance Division predict an underspend of £47k, predominantly predicted savings in Revenues and Exchequer sub division and saving in management cost. **IT predicts an £54k overspend**, due to overestimation of SRS reserve returned to MCC at year end, and a degree of salary savings not yet delivered within SRS. **People services predicts £34k deficit**, mainly the result of sickness and maternity cover within the division. **Landlord division anticipates a £158k deficit**, predominantly the effect of procurement gateway review savings not yet delivered.

- Corporate (£509k underspend)

The net effect of the unutilised redundancy budget (£450k), together with rate refund receipts (£59k) in respect of Council's buildings.

- Appropriations (breakeven)

Net use of reserves is currently predicted as budgeted. The usual annual beneficial treasury position has been forecast as being on budget, as an explicit saving was agreed as part of 2018-19 budget process. The actual outturn will be influenced by progress with the capital programme spends, any need for temporary borrowing in advance of capital receipts funding being available, and the interest rates experienced. Treasury consultants predict an increase in such rates starting in autumn 2018.

- Financing (£50k underspend)

The net effect from anticipated Council tax benefit payments, however this will need to be closely monitored throughout the year as the significant changes being implemented

around universal credit introducing a potential volatility in demand for other support mechanisms.

RESOURCES DIRECTOR CONTEXT & COMMENTARY

The overspend reported at this early stage of the year signals some early pressures within services and equal risks of certain savings proposals having the potential to not fully deliver. However, a targeted focus on procurement savings together with continued efforts to curtail non essential spend aims to look to improve the forecast position for the directorate as the financial year progresses.

HEAD OF OPERATIONS CONTEXT & COMMENTARY

Obviously month 2 is early in the financial year and the accuracy of forecasts reflect this. There is a relatively small overspend already being forecast for catering due to increased refuse collection costs and inability to achieve the staff saving inherent in all budget preparation/modelling. The Waste and Street Scene budget incorporated £100k income from BGCBC to offset civic amenity/recycling centre costs in Llanfoist attributable to BGCBC residents using the site. However BGCBC eventually declined to make this contribution to costs, hence an overspend forecast, ideally to be recovered elsewhere within the waste budget during the year although this service will encounter massive change at the end of the year as the new system is rolled out county wide. Such a major investment and change has potential to impact upon the budget. Finally the PTU budget in 18/19 included several income and budget savings assumptions including personal transport budgets, increased 'in house' SEN transport provision, reduced contract costs etc. totalling around £370k in year. A great deal of work has been undertaken to deliver these budget assumptions but the major benefit assumed by tendering will not be known until late July. There is also some volatility as some aspects out perform e.g. personal transport budgets whereas others are not gaining the financial benefit assumed. The situation will be much clearer at month 7 but at this time a forecast that indicates £100k overspend for PTU would seem appropriate until modelling improves during the year."

Monitoring Division element of Deputy Chief Executive's Combined Directorate

The position for DCEO brief at Month 2 is slighter better than in the comparable period in previous years, on account of income targets being met, staffing changes and adjustments bedding in and a small element of 'growth' in the budget to address continual and historic pressures associated with frontline functions.

The impact of changes and improvements will be a continuing theme in year, with advances in customer care, automation and digitisation. I believe the section is off to a strong start and will continue the important work to drive efficiency and effectiveness both within the service and in supporting activity across the wider Council.

3.2.2 Economy & development Select Portfolio (£73k net overspend)

- Enterprise Directorate (£55k net overspend)

Business growth and enterprise predict a net **£8k overspend**, being the windfall effect of community partnership grant (58k) funding compensating in part for another net annual deficit introduced by Events function (£60k). A report is currently being prepared for

Cabinet to indicate the future of Events and how it could be made sustainable, recognising it was advocated to members as a way of sustaining the core activities of the council, rather than creating a further pressure.

Governance, democracy and support predict a net **£10k underspend**, caused by savings in policy and partnerships (£10k), and £53k savings in democratic services (mainly the effect of windfall funding from Cabinet office) compensating for £51k pressure from Contact Centre costs in the form of extra IT and switchboard costs disputed.

Planning & Housing (breakeven) – Development control has historically experienced a significant deficit in income against budget. The extent of some larger sites coming online during the year allows the service to predict higher than usual income levels. The pressure accommodated in respect of lodging scheme as part of 2018-19 budget process, allows the Housing service to predict a breakeven position.

Tourism, leisure & culture (£58k overspend) - £40k of overspend is artificial to the MCC bottom line as it relates to the Outdoor Education service which transfers any surpluses or deficit to its trading reserve.

The pressure within Outdoor Education relates to an eroding income base as historic partners look to withdraw their core support. This has been known for the last 3 years with little change being introduced by service, despite prompts.

The net pressure within Tourism, Leisure and Culture is only £18k, and relates to a staffing pressure of £8k within Tourism and Museums, together with £10k job evaluation regrading consequence in Youth. It wouldn't be intuitive that pressures in TLC division were only £18k, given the focus on Trust consideration, and the extra costs being identified to facilitate the resulting outsourcing. The pressure at outturn for this division was £289k, however pressures in the form of reduced income from Monmouth leisure centre (£49k), and £143k extra budget to facilitate Trust creation were accommodated in 2018-19 budget process. It still feels that there ought to be a net pressure within Tourism, Leisure and Culture, and that the service forecast is perhaps understated, so close monitoring of any costs prior to service transfer will be key, so as not to introduce further volatility in forecasting.

- Social Care & Health (£18k overspend)

Public Protection (£18k overspend) – predominantly the net effect of overtime anticipated in respect of Registrars services, at a level consistent with previous year.

ENTERPRISE element of Deputy Chief Executive's Combined Directorate

The position for DCEO brief at Month 2 is slighter better than in the comparable period in previous years, on account of income targets being met, staffing changes and adjustments bedding in and a small element of 'growth' in the budget to address continual and historic pressures associated with frontline functions.

The impact of changes and improvements will be a continuing theme in year, with advances in customer care, automation and digitisation. I believe the section is off to a strong start and will continue the important work to drive efficiency and effectiveness both within the service and in supporting activity across the wider Council.

3.2.3 Adult Select Portfolio (net £124k underspend)

- Social Care & Health

Adult Services (£72k overspend) – a drop off in community meals income of £14k is anticipated , together with staffing pressures (sickness cover and ERS pension saving not realised) within direct care establishments (Severn View and Mardy Park).

Community Care (£132k underspend) – net savings within Mental Health Care team budget compensate for the inherent pressure to external agreement costs as recharge agreements are historic in nature and haven't kept pace with periodic inflation. Standby service and GWICES budgets are subject to new arrangements, so cost burdens have been predicted based on 2017-18 levels whilst limited activity data is available for 2018-19.

Commissioning (£48k underspend) – predominantly a part year saving to commissioning staffing, and a continued savings within Drybridge Gardens service area.

Resources (£16k underspend) – disposal of vehicle in favour of more cost effective provision.

SCH DIRECTOR'S CONTEXT & COMMENTARY

Given the recent vacancy in Director position, no commentary is provided with the report, and members can instead expect a verbal update at meeting from a management representative.

3.2.4 Children & Young People Select Portfolio (net £664k overspend)

- Social Care & Health (£282k overspend)

Children's Services (net £282k overspend) – this can be a fairly volatile area to manage budget wise, with individual placements potentially having a significant effect. In comparison to 2017-18 activity which was £1.6m overspend, the 2018-19 forecast indicates a significantly improving position. The service did receive net £534k extra resourcing as part of 2018-19 budget process. The service's forecast assumptions also presume circa £390k funding from Health for 2 continuing care cases, reduced activity in external placements (a reduction of 7 whole time equivalents against 58 placements in 2017-18) and encouragingly by the end of June the service should have only 5 agency staff (with the last one expected to leave on 19th August) as numbers having been reducing in recent months due to a planned exit strategy. The M2 position includes a total agency forecast of £145k (part year only due to the expected elimination of agency staff by mid-August). This compares to a 2017/18 outturn on agency staff of over £600k which clearly represents more agency staff in post last year and agency costs having arisen throughout the whole of the year not just for part of it.

Youth offending team partnership (breakeven) – this partnership is managed in a similar fashion to Outdoor Education, in so far as surpluses or deficits do not affect MCC outturn position and are instead transferred to their trading account. The Board overseeing the management of the service has agreed to hold the combined surplus at £150k, which means that circa £99k beneficial effect will be redirected back through to partners at year end. It is not recommended to use this windfall in balancing 2018-19 position as it is also understood that should the partnership balance fall below £150k in future years as a result of overspends these will need to be borne by increased partner contributions. It is proposed to give any extraordinary credit off to an MCC specific reserve to mitigate any future volatility.

- Children and Young People (net £382k overspend)

Service colleagues report **School Budget Funding and Resources Divisions** are anticipated to incur a **breakeven position** at end of year. **Standards subdivision** exhibits a **£382k overspend** reported as largely the consequence of reduced residential place numbers at Mouton House as MCC considers the future use for the facility. Also several pupils currently utilising out of county educational placements are anticipated to take up post 16 educational study opportunities.

SCH DIRECTOR'S CONTEXT & COMMENTARY

Given the recent vacancy in Director position, no commentary is provided with the report, and members can instead expect a verbal update at meeting from a management representative.

CHILDREN & YOUNG PEOPLE DIRECTOR'S CONTEXT & COMMENTARY

The Directorate's Month 2 position is a forecasted overspend of £382,000. This represents a significant concern for the whole directorate. All parts of the directorate are working to reduce those areas of pressure and bring the budget back to a balanced position.

The most significant risk remains the Additional Learning Needs budget which is under significant pressure due to the requirement to support more of our pupils with complex needs. This is a particularly challenging budget given the volatility of children arriving into the area and younger children requiring more complex packages of support. We are continuing to develop a new ALN offer within the County and this will be taken through Cabinet in September 2018. The pressure is currently being experienced in the '*in-county*' element of the budget as we try to ensure that children and young people receive their education as close to home as possible but still receive the support they need.

Schools are facing a challenging financial settlement and have again budgeted to be in a collective deficit by the end of the year. This forecasted position has worsened since budgets were set, in the majority of cases this is due to increasing pupil numbers and the need to employ further staff, overtime the funding will be increased to reflect this. We will continue to work closely with our school colleagues to ensure their plans are as robust as possible to minimise any impact whilst continuing to improve standards for our young people.

3.2.5 Redundancy costs

Members are commonly keen to understand the extent of any redundancy payments made during the year, as staffing remains the most significant and controllable expense to most service areas. Traditionally the expectation is that services absorb the cost of any redundancies in the first instance, only making a call upon the corporate budget where necessary. To date this early in the financial year, there are no approvals or caveated use of redundancy budget agreed by Members, so the full extent of redundancy budget is shown as £450k underspend compensating in part for the net costs of services anticipated. However whilst this report is being written, it is understood that Cabinet are likely to receive a report at its 4th July meeting, to consider management structure changes to the Attractions function within Tourism Leisure and Culture facilitating the Council's Leisure Trust aspirations in providing a more responsive management structure. Costs are not currently indicated, and no prejudgement or allowance for this has been made to the month 2 outturn forecast.

3.3 Given the financial challenges that will continue to face the Authority for the foreseeable future, Chief Officers continue to be tasked with ensuring that services live within the budgets and savings targets set for the current financial year.

3.3.1 It isn't particularly usual for a Senior Finance Officer to proffer symptomatic considerations as part of the periodic monitoring report in addition to Directors comments, but it would be sensible to highlight,

- The financial environment facing Councils over the next 4 years will be very challenging. It will be increasingly difficult to find additional remedial savings through the year in addition to those required to allow a balanced budget to be established every February. This volatility risk is traditionally mitigated by a heightened accountability culture whereby service managers are reminded of the need to comply within the budget control totals established by members, and are more responsible for any variances to SLT and Cabinet and equally for Select Committees to exhibit a more focussed reflection upon the adequacy of budget monitoring being applied. Members may wish to re-enforce such accountabilities and review any remedial action proposed by service managers to resolve adverse situations.
- The budget process this year involved the late consideration and development of additional savings caused predominantly by national 2% pay award agreed during the budget process introducing an extra £1m volatility into the usual budget process. By necessity some of the late savings were less robust, and less certain than earlier ones, as evidenced in the savings matrix below. A prudent approach has been adopted in the savings progress reported, as some of the intentions, whilst laudable, will always have an inherent speculative aspect, so for instance in relation to social care activities there is a presumption of colleagues negotiating effectively with other public sector colleagues to passport costs or secure funding/contribution where the nature of service is more reflective of health rather than care. They have been quite successful in such deliberations previously, but probability suggests, they won't win every case.
- An increasing feature for all Councils is how to sustain core services rather than reduce them. This does lend itself to the consideration of activities not traditional to Councils, often described as innovative, commercial or private sector influenced. Experience of such activities within MCC suggest the implementation phase is key to the success or otherwise of such initiatives. Commercial skills aren't necessarily commonplace to a local authority, such that when faced with considering such, members should increasingly test out the practicalities involved and establish a tolerance to any business case received after which officers are required to re-report to members. This

is necessary as the Council has a different duty in the protection of public funds that wouldn't apply in private sector, and the private sector can more easily respond to a deficient project by dropping or amending the proposal. It isn't as easy to do that at pace in a public entity which is problematic as Councils have limited capacity to absorb the effect of deficient projects, so instead public sector will commonly look to reassess the success of the scheme against an alternate lens, most commonly the social benefit when instead the proposal was volunteered to members primarily as a financial benefit.

- Relatedly, there's an unusual degree of work being undertaken by a multi discipline team known as "hit squad" and targeted managers to consider the financial viability of commercial type services e.g. Borough Theatre, Events, PTU, procurement etc. These may have knock on consequences to reserve usage and costs to the Council not currently captured in annual budget agreed by members or evaluated in the current monitoring position.
- Similarly, Members have registered support for the provision of a Leisure Trust to become active during this financial year, acknowledging that there will be an additional cost to this facilitation approved by members to a ceiling of £155,000, to be afforded by one off reserve usage. Any additional costs volunteered during the process to best position the shadow organisation to succeed or reflect responsibilities captured in the future management agreement between new organisation and council e.g. the destabilising effect to Council's central support functions with budgets moving to the Trust, or the prioritising of capital expenditure towards Leisure establishments, aren't yet quantified or factored into current monitoring, but could be anticipated to add to the financial churn this year and the budget process for next.

3.4 2018/19 Budget Savings Progress

3.4.1 This section monitors the specific savings initiatives and the progress made in delivering them during 2018-19 as part of the MTFP budgeting process.

In summary they are as follows,

Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
	£000	£000	£000	£000	£000	£000
REVENUE MONITORING 2018-19						
Children & Young People	(631)	(631)	0	0	0	0
Social Care & Health	(925)	(880)	0	0	(30)	(15)
Enterprise	(242)	(144)	0	0	(98)	0
Resources	(771)	(450)	0	0	(272)	(50)
Chief Executives Units	(1,296)	(1,035)	0	0	(91)	(170)
Corporate Costs & Levies	0	0	0	0	0	0
Appropriations	(396)	(396)	0	0	0	0
Financing	(800)	(800)	0	0	0	0
DIRECTORATE Totals	(5,061)	(4,336)	0	0	(490)	(235)

3.4.2 Mandated saving performance is running at 86% of budgeted levels, with currently £235,000 being deemed potentially unachievable, and a further £490,000 to be delayed to later years.

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

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

3.4.5 Stronger Communities Select Portfolio

Resources Directorate

- Delayed savings are anticipated in respect of the likely introduction of the Revenues sub division's new document image system (£10k), the Procurement gateway review £150k appears to exhibit little progress to date, savings from more zealous use of duplicate payment software (£25k), and the reviewing of technology and systems and introduction of chatbot functionality (£87k) all report delays in implementation and the timing when savings crystallise. An unachievable saving has been identified in the disparity between the assumption to reduce our SRS contribution by £50k in salary savings and the basis of SRS budget preparation.

Chief Executive's Office

- Approved car park price increases weren't introduced in April reducing the anticipated income levels (£20k).
- General postage costs reduction of £5k and external property service fee income £19k, presumed during budget process, aren't yet manifest.
- The savings agenda within PTU is significant and wide ranging and involves significant officer time outside of core PTU team. Latest anticipation from a current retendering exercise suggests a £29k shortfall on the £171k estimated. The £30k saving from reducing payments to contractors but providing a more timely cashflow has been reviewed, as it potentially discourages take up, and perpetuates a need for multiple approaches. The service is still trialling a payment on account process, with the intention of moving all contractors across to it from September, but has instead chosen to take an increased saving from the successful pilot of personal transport budgets. The extended provision of in-house ALN transport service designed to deliver £41k, is not as advanced as other PTU practice changes currently, and the saving of £49k from Raglan training is only anticipated to deliver £20k additional income this year.
- The proposal to effectively sell Recycling activity targets to a neighbouring authority to avoid their penalisation hasn't been progressed, as they've received a relaxation to potential sanctions.

3.4.6 Economy & Development Select Portfolio

Enterprise (ENT) Directorate

- A Council wide target, overseen by Future Monmouthshire colleagues, to reduce agency costs by £80k is reported unlikely to be delivered. Similarly the presumption to reduce Council travel costs by £72k this year is likely to fall short of aspiration by circa £18k.

3.4.7 Adult Select Portfolio

Social Care & Health (SCH) Directorate

- Adult social care proposals are anticipated to the full extent of proposed £638k efficiencies.
- The additional income predicted from Meals on wheels (£15k) and Registrars (£12k) isn't yet manifest, and the increasing cost of meals on wheels has had a perceived reduction in demand.

3.4.8 Children and Young People Select Portfolio

Social Care & Health (SCH) Directorate

- Whilst not a true net saving, a 4 year financial improvement target was established to compensate for £560k pressure volunteered by the service. As present predictions suggest an outturn of only £282k deficit, which would be an improvement above the level established for the year, however this remains one of the more volatile budgets within the Council, where individual decisions can result in significant consequences, so the position will need to be closely monitored through the year.

Children and Young People (CYP) Directorate

- Directorate colleagues report current year savings are anticipated to be delivered in full, although Members may wish to check the progress with breakfast club charging and Mouton House fee increases given their "yellow" Rag status.

3.5 Capital Position

3.5.1 The summary Capital position at Month 2 is as follows

MCC CAPITAL BUDGET MONITORING 2018-19 at Month 2 by SELECT COMMITTEE						
SELECT PORTFOLIO	Forecast Spend at Outturn	Slippage Brought Forward	Total Approved Budget 2018/19	Forecast Capital Slippage to 2019/20	Revised Capital Budget 2018/19	Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	22,062	9,359	22,062	0	22,062	0
Adult	23	0	23	0	23	0
Economic & Development	1,185	98	1,185	0	1,185	0
Strong Communities	12,491	2,376	12,566	(75)	12,491	0
Capital Schemes Total 2018-19	35,761	11,833	38,836	(75)	35,761	0

3.5.2 Capital expenditure at month 2 is predominantly being forecast to budget. The main aspect of this year's capital programme remains the completion of Monmouth and Caldicot Comprehensive Future schools programme. The project lead has recently left the organisation, Property Services indicates the projects will be largely completed on budget. However, whilst not included in the analysis above, indications are a potential overspend of circa £350k presently to address the extent of asbestos clean-up required from old school building demolition and in the ground which couldn't be easily anticipated at contract letting stage.

3.5.3 Slippage to 2019-20

Total Provisional Slippage at Month 2 is (£75,441) due to delays in regard to the New Playing Field Pitches at Clydach Juniors S106 scheme (£53k) that cannot proceed due to delays on the Heads of Valley road dual-ing project, and security of tenure delays on the S106 Llanelly Hill Welfare Car Park scheme (£22k).

3.6 Capital Financing and Receipts

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

MCC CAPITAL FINANCING BUDGET MONITORING 2018-19 at Month 2 by FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Financing	Slippage Brought Forward	Total Approved Financing Budget 2018/19	Provisional Budget Slippage to 2019/20	Revised Financing Budget 2018/19	Forecast Capital Financing Variance 2018/19
	£000	£000	£000	£000	£000	£000
Supported Borrowing	2,410	0	2,410	(0)	2,410	0
General Capital Grant	1,467	0	1,467	0	1,467	0
Grants and Contributions	8,881	4,725	8,881	(0)	8,881	0
S106 Contributions	740	650	815	(75)	740	(0)
Unsupported borrowing	10,859	1,231	10,859	(0)	10,859	(0)
Earmarked reserve & Revenue Funding	174	169	174	(0)	174	(0)
Capital Receipts	11,196	5,024	11,196	(0)	11,196	(0)
Low cost home ownership receipts	34	34	34	0	34	(0)
Unfinanced	0	0	0	0	0	0
Capital Financing Total 2018-19	35,761	11,833	35,836	(75)	35,761	(0)

3.7 Useable Capital Receipts Available

3.7.1 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. This is also compared to the balances forecast within the 2018/22 MTFP capital budget proposals.

Movement in Available Useable Capital Receipts Forecast

TOTAL RECEIPTS	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
Balance b/f 1 st April	3,411	4,104	6,824	12,570
Add:				
Receipts received in YTD	0			
Receipts forecast received	11,565	3,065	6,091	1,000
Deferred capital receipts	324	164	164	164
Less:				
Receipts to be applied	(11,196)	(509)	(509)	(509)
Set aside	0	0	0	0
Predicted Year end receipts balance	4,104	6,824	12,570	13,225
Financial Planning Assumption 2018/22 MTFP Capital Budget	856	6,122	8,861	10,599
Increase / (Decrease) compared to MTFP Capital Receipts Forecast	3,248	702	3,709	2,626

3.7.2 The balances forecast to be held at the 31st March each year are higher than forecast in the MTFP due to a re-profiling of the LDP receipts for land at Undy (Rockfield Farm).

3.7.3 There is still an increasingly significant risk to the Council resulting from the need to utilise capital receipts in the same year that they come into the Council. This provides no tolerance or flexibility should the receipts be delayed, which isn't uncommon, and would necessitate compensatory temporary borrowing which is more costly than utilising capital receipts and impacts the extent of treasury savings traditionally secured to compensate for any deficit in net cost of services.

3.7.4 At Month 2, there are no forecasted capital receipt funded schemes to be slipped

3.8 Reserves

Reserve Usage

3.8.1 Revenue and Capital monitoring reflects an approved use of reserves. At month 2, service managers' presumptions are to fully utilise the reserve funding conveyed to them in 2018-19 budget.

	01/04/2018	Contribution to Reserves	Contribution from Reserves - revenue	Contribution from Reserves - capital	31/03/2019
Sub Total Council Fund	-7,286,303	0	0	0	-7,286,303
<i>Earmarked Reserves:</i>					
Sub-Total Invest to Redesign	-1,302,343	-170,681	401,714	0	-1,071,310
Sub-Total IT Transformation	-734,881	0	215,913	0	-518,969
Sub-Total Insurance and Risk Management	-1,046,416	0	0	0	-1,046,416
Sub-Total Capital Receipt Generation	-347,139	0	153,415	0	-193,724
Sub Total Treasury Equalisation	-990,024	0	0	0	-990,024
Sub-Total Redundancy and Pensions	-496,813	0	163,978	0	-332,835
Sub-Total Capital Investment	-648,336	0	0	17,999	-630,337
Sub-Total Priority Investment	-686,751	0	386,751	0	-300,000
<i>Other Earmarked Reserves:</i>					
Museums Acquisitions Reserve	-55,885	0	0	0	-55,885
Elections Reserve	-58,183	-25,000	0	0	-83,183
Grass Routes Buses Reserve	-146,084	-5,000	0	0	-151,084
Youth Offending Team	-248,989	0	98,989	0	-150,000
Building Control trading reserve	-22,254	0	0	0	-22,254
Outdoor Education Centres Trading Reserve	-129,500	0	40,000	0	-89,500
CYP maternity	-142	0	0	0	-142
Plant & Equipment reserve (Highways)	-150,000	0	0	0	-150,000
Homeless Prevention Reserve Fund	-9,536	0	0	0	-9,536
Solar Farm Maintenance & Community Fund	-23,000	-23,000	0	0	-46,000
Rural Development Plan Reserve	-277,665	0	86,471	0	-191,194
Total Earmarked Reserves	-7,373,942	-223,681	1,547,231	17,999	-6,032,393
Total useable revenue reserves	-14,660,245	-223,681	1,547,231	17,999	-13,318,696

3.8.2 Earmarked reserves remain at limited levels unlikely to provide any material capacity/headroom to meet unanticipated volatility or significantly facilitate future service re-engineering and design.

As a useful reminder, with regard to the allocation of bottom line surplus to replenish reserves, the Sc151 officer's considered advice at outturn was

Priority Investment Fund	£155k (to extinguish ADM deficit)
Capital Receipts Generation Reserve	£70k (Capital receipts generation reserve part funds Valuation team's cost, and a top up is necessary to accord with their indicative 2018-19 costs.)
Balance Invest to Redesign Reserve	£448k
Total	£653k

3.8.3 Despite those top ups, the current predicted use of the Priority investment reserve means that it will likely expire by the end of 2018-19 as a funding source, as the £300k year end balance is earmarked/allocated to local development plan purposes. Given the forecast use of earmarked reserves, Cabinet has previously approved a policy on earmarked reserves to ensure that earmarked reserves are focused on investment in areas where they can achieve most impact hence putting the balance for redistribution into "Invest to Re-design".

Schools Reserves

3.8.4 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing their school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools.

3.8.5 The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of which for each school are included in Appendix 2, together with an indication of any recovery plan targets agreed and how close the Governing Body is in satisfying that responsibility in current year.

3.8.6 In summary form the anticipated outturn school balances are predicted to be,

	Opening Reserves 2018-19 (surplus)/deficit	In year position at Month 2 (surplus)/deficit	Anticipated Outturn Position (surplus)/deficit
Combined balance	(£175,225)	£797,703	£622,478

3.8.7 Whilst any extraordinary funding from WG and beneficial revisions to budgeted draw on reserves will sustain the reserve situation for longer than is often predicted, it remains unlikely that the collective level of reserves will sustain the traditional annual draw by schools on reserves in recent years, which will add additional focus by schools to address the need to remain within budget going forward rather than passporting the consequences to their reserves, given that collective flexibility is now pretty much exhausted.

3.8.8 The following table exhibits the net trend in use, indicating collectively schools are using reserves at a considerably faster rate recently than they are replenishing.

Financial Year-end	Net level of School Balances
2011-12	(965)
2012-13	(1,240)
2013-14	(988)
2014-15	(1,140)
2015-16	(1,156)
2016-17	(269)
2017-18	(175)
2018-19 forecast	£622

3.8.9 There are however weaknesses in the forecasting approaches of individual schools, such that the budgeted outturn use of reserves seldom matches the reality.

As an example, during last year's monitoring, schools reported predicted use of reserves initially was £823k, and necessitated at month 2, the Director of CYP prepare a report outlining to Cabinet his strategy for address.

Subsequently whilst an extraordinary Welsh Government grant of £344k in the last quarter of 2017-18 would have had a beneficial effect on balance levels, collectively they only actually used £94k of their reserves for the year, a £900k variation in original forecasting. That sort of volatility potentially makes it very difficult for senior colleagues and Members to predict the necessary action from year to year.

3.8.10 But based on those school predictions, general trends can be extrapolated, so 12 schools started this year in deficit. There is an increasing trend of schools entering deficit, (net further 6 predicted at present by schools), and that position looks particularly acute in 3 out of the 4 secondary schools, and that 4th comprehensive school has had a very close monitoring regime applied to it during its recovery period, building upon the ownership and responsibility of the Governing body supported by headteacher, bursar and management team to end last year with £180k surplus. It is highly questionable whether that level of engagement and interaction would be possible/likely in respect of 18+ scenarios. CYP colleagues will be prioritising the most significant aspects, but it can be seen from the recovery plan indicators included alongside the reserve position in Appendix 2, that some of the schools starting the year in deficit still had no agreed recovery plan, whilst others showed a perverse agreement to an increasing deficit.

3.8.11 Our Fairer Funding Regulations adopted by Council and Governing Bodies have traditionally precluded governing bodies from planning for a deficit position. This was changed in 2016-17, (which coincides quite closely with declining net balance above) to allow licensed deficits where a recovery plan is agreed and followed. However this flexibility only extended as far as there being a collective schools reserve surplus.

3.8.12 As a result of last year's month 2 monitoring, Cabinet agreed to a request by Director of CYP to temporarily suspend that revised arrangement in favour of providing even greater flexibility to the effect that.

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

3.8.13 The approval was 1 year specific, so in agreeing the individual sc52 budgets for each school in 2018-19, schools and LEA colleagues are operating outside of Fairer Funding Regulations requirement again, but that shouldn't be unanticipated given the relatively small flexibility they have in collective surplus levels. But to avoid their need to constantly report a need for a variation annually, it is advocated that the following amendments to MCC's Fairer Funding Regulations be introduced.

Delete the following clause

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

and amend the following clauses (underlined to helpfully highlight the improvements to the control environment consistent with removing the above prescription),

4.1 Carry Forward of Balances

"4.1.1 Schools will be able to carry forward from one financial year to the next any shortfall in expenditure relative to the school's budget share for the year, plus or minus any balance brought forward from the previous year. Where the periodic monitoring exercise predicts this shortfall would move the school into a net deficit position, the Governing body is required to meet and provide a Recovery Plan consistent with "Planning for Deficit Balances" in para 4.3.1 below, within 6 weeks of the deficit anticipation becoming known."

Planning for Deficit Balances

"4.3.1 This scheme allows governing bodies to plan for a budget deficit, only where a recovery plan has been prepared and submitted alongside and at the same time as the deficit budget is presented. A Recovery Plan being defined as a Governing Body prepared multi year budget, to be considered and agreed with Cabinet Member Children and Young People, indicating the quantified financial improvement actions to remove the deficit within 3 years, or longer by specific agreement with Cabinet Member Resources."

4.4 Obligation to carry forward Deficit Balances

"4.4.1 Where a school has a deficit balance at the end of the year, such deficit will be carried forward into the next financial year. The recovery plan will be monitored on a termly basis at minimum, but in material cases this will be monitored monthly. Governing body representatives may be required to report periodically to the Council on the progress of recovery actions. The

authority has the right to withdraw the delegated budget and powers of the governing body should the plan not be followed.

“4.7.1 The authority will only support licensed deficits where a recovery plan is in place, as detailed in paragraph 4.3.1. The governing body must request a licenced deficit from the Cabinet Member Children and Young People.

3.8.14 These changes are anticipated to have a twofold benefit in allowing the potential for deficits to be considered in a more timely fashion than at present, and better recognises the accountability for schools financial arrangements rests with Governing Bodies rather their headteachers, who have their financial responsibility delegated to them by Governing Body.

3.8.15 It also helpfully recognises that the problem is not so much with schools actual use of reserves but more to do with their forecast or budgeted draw. The bringing forward of Recovery Plan submissions, to be consistent with annual budget consideration, is designed to provide a better quality of data/information on which to consider the approval of any deficit budget, and would be reassuring to Members that any annual deficit volatility is accommodated within a multi year budget strategy.

4 REASONS

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

5 RESOURCE IMPLICATIONS

5.1 As contained in the report.

6 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

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

7 CONSULTEES

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

8 BACKGROUND PAPERS

Outturn Monitoring Reports (Period 1)

<http://corphub/initiatives/Budgetmon/20182019/Forms/AllItems.aspx?InitialTabId=Ribbon%2ERead&VisibilityContext=WSSTabPersistence>

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Appendices (attached below)






Appendix 1 Mandated Savings Progress Report






Appendix 2 School Reserves

Appendix 1 – Savings Matrix

Disinvestment by Directorate 2018-19	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2018-19	£000	£000	£000	£000	£000	£000
Children & Young People	(631)	(631)	0	0	0	0
Social Care & Health	(925)	(880)	0	0	(30)	(15)
Enterprise	(242)	(144)	0	0	(98)	0
Resources	(771)	(450)	0	0	(272)	(50)
Chief Executives Units	(1,296)	(1,035)	0	0	(91)	(170)
Corporate Costs & Levies	0	0	0	0	0	0
Appropriations	(396)	(396)	0	0	0	0
Financing	(800)	(800)	0	0	0	0
DIRECTORATE Totals	(5,061)	(4,336)	0	0	(490)	(235)

Children & Young People	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Federated school model	(32)	(32)					
General 5% reduction on supplies & services	(132)	(132)					
Reduce school premature retirement budget	(50)	(50)					
CYP - Increased fee & charges income - Breakfast clubs	(125)	(125)					
CYP Acceleration of ALN review	(107)	(107)					
CYP - Mouton House Increase Charges	(68)	(68)					
CYP - Reduction in ISB for new schools maintenance budget reduction	(117)	(117)					
CHILDREN & YOUNG PEOPLE Budgeted Savings Total	(631)	(631)	0	0	0	0	




Social Care & Health	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
Adult Disability Services	(638)	(638)					
Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	(113)					
SCH - Increased fee & charges income - Meals on wheels	(15)	0				(15)	
SCH - Increased fee & charges income - Registrars	(12)	0			(12)		
SCH Targetted reduction high cost placements posts	(147)	(129)			(18)		
SOCIAL CARE & HEALTH Budgeted Savings Total	(925)	(880)	0	0	(30)	(15)	

Enterprise	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
ENT (Fut Mon) Increased fee & charges income - Further 2.5% increase for	(32)	(32)					
ENT (Fut Mon) Targetted reduction in agency costs	(80)	0			(80)		
ENT (Fut Mon) Decrease travel costs (travel free weeks, digital use, car sharing, pool car use)	(72)	(54)			(18)		
ENT (Fut Mon) Targetted reduction in overtime	(28)	(28)					
ENT Community hubs- vacant post freeze and software savings	(30)	(30)					
ENTERPRISE Budgeted Savings Total	(242)	(144)	0	0	(98)	0	

Chief Executive's Unit	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)	(83)			(17)		
Car Parks 10% increase in permits	(10)	(9)			(1)		
Car Parks Increase resident permits from £40-£60	(3)	(3)					
Car Parks Penalties increase to £70 discounted £35	(9)	(7)			(2)		
Grounds/waste - Reduced opening hours at all CA sites	(13)	0			(13)		
Grounds/waste - Stop Bailey park bowls maintenance	(10)	(10)					
Grounds/waste - Rationalise shrub bed maintenance	(12)	(12)					
Grounds/waste - 1 year freeze of Head of waste post	(40)	(40)					
Property - School meals Price Increase (net after 2.5% RPI)	(23)	(23)					
Property income - External Fees (net after 2.5% RPI)	(19)					(19)	
Property - Council wide Postage savings	(5)					(5)	
Highways - Road Traffic Incident recovery of costs	(15)	(15)	0				
Highways - Improved Plant utilisation/recovery	(40)	(40)					
Passenger Transport - Route 65 changes	(25)	(25)					
Passenger Transport - CPC Staff Training	(9)	(9)					
Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)	(26)					

Chief Executive's Unit	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs	(30)	0					
CEO/OPS - PTU- DPS retendering and route optimisation	(171)	(142)			(29)		
CEO/OPS - TRANS - Independent fleet review	(20)	(20)					
CEO/OPS - PTU Introduction of personal transport budgets	(31)	(61)					
CEO/OPS - PTU extended provision of MCC inhouse ALN transport service	(41)	0				(41)	
CEO/OPS Highways - Insuring Full overhead recovery on all works	(140)	(140)					
CEO/OPS Highways - displace core costs with grant	(200)	(200)					
CEO/OPS Raglan Training Centre income increase	(49)	(20)			(29)		
CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges	(100)	(100)					
CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.	(16)	(16)					
CEO/OPS Apportionment of Waste Recycling (BGCBC)	(100)	0				(100)	
CEO/OPS Seasonal Garden Waste	(40)	(35)			0	(5)	
CHIEF EXECUTIVES' UNIT Budgeted Savings Total	(1,296)	(1,035)	0	0	(91)	(170)	

Resources	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Schools based Revenues SLA (to reflect actual)	(39)	(39)					
Comino system change	(10)	0			(10)		
Housing Benefit team savings	(8)	(8)					
Insurance staff saving	(26)	(26)					
IT Equipment budget saving	(30)	(30)					
SRS saving	(50)					(50)	
Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)	(133)					
RES (Corp Lan) Commercial Property investment income	(30)	(30)					
RES (Procurement - freeze, cease or consolidate non essential spend)	(155)	(155)					
RES (Procurement - third party supplier spend reduction)	(29)	(29)					

Resources	2018/19 Budgeted Savings £000	Value of Saving forecast at Month 2 £000	Value of Saving forecast at Month 7 £000	Value of Saving achieved at Outturn £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000
RES (Procurement - Gateway Review)	(150)	0			(150)	0	
RES (Procurement - supplementary duplicate payment review)	(25)				(25)		
RES (Reviewing Technology and Systems and Utilisation of Automation and AI)	(87)	0			(87)		
RESOURCES Budgeted Savings Total	(771)	(450)	0	0	(272)	(50)	

Appropriations	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Interest Payable	(533)	(533)					
Interest Receivable	136	136					
MRP	51	51					
APP - Utilise more short term variable borrowing	(50)	(50)					
APPROPRIATIONS Budgeted Savings Total	(396)	(396)	0	0	0	0	

Financing	2018/19 Budgeted Savings	Value of Saving forecast at Month 2	Value of Saving forecast at Month 7	Value of Saving achieved at Outturn	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment
	£000	£000	£000	£000	£000	£000	£000
Council Tax Increase from Base changes (net of CTRS)	(435)	(435)					
FIN - Council tax gain upon completions	(220)	(220)					
CTRS	(95)	(95)					
FIN - Further Reduction in Council tax reduction scheme budget	(50)	(50)					
FINANCING Budgeted Savings Total	(800)	(800)	0	0	0	0	

Appendix 2 – Individual Schools Reserves

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Abergavenny cluster									
E003 King Henry VIII Comprehensive	162,460	(36,687)	125,773	Recovery Plan Meetings held and recovery path agreed - awaiting signed copy of plan for years 4 and 5.	No recovery target identified for year despite starting year in deficit	105,232	125,533	137,424	5 year recovery plan required and confirmation of Education Achievement Service income awaited.
E073 Cantref Primary School	(65,965)	28,556	(37,409)						
E072 Deri View Primary School	(40,000)	41,836	1,836	Support Staff pay award between 9.191% and 3.734% between SCP 6 and SCP19		(30,402)	(7,690)		Senior Teacher Secondment and Support Staff reorganisation
E035 Gilwern Primary School	(52,253)	10,580	(41,673)	Increased Teaching Costs and additional Support Staff. Also Building Improvement Project (School Extension/Reception)					
E037 Goytre Fawr Primary School	(10,803)	28,317	17,514	Month 3 and Recovery Plan meeting scheduled for 10th of July 2018.					
E093 Llanfoist Fawr Primary School	(49,580)	29,823	(19,757)						
E044 Llantillio Pertholey CiW Primary School (VC)	(4,440)	16,094	11,655	Teachers salary protections are continuing.		(2,866)	(17,755)		Full year effect of 3 Teaching Assistant redundancies.
E045 Llanfychan Crucorney Primary School	(511)	(14,358)	(14,869)	Additional Support Staff hours plus revision of contract cleaning price estimate	(4,857)				
E090 Our Lady and St Michael's RC Primary School (VA)	7,084	16,328	23,412		No recovery target identified for year despite starting year in deficit	10,182	(1)		Additional pupil numbers, Full Year Effect of Staff changes and revised contracts.
E067 Ysgol Gymraeg Y Fenni	(58,965)	27,418	(31,547)	Agency Support Staff costs for Additional Learning Needs pupil.					

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Caldicot cluster									
E001 Caldicot School	100,637	(30,109)	70,528		No recovery target identified for year despite starting year in deficit	30,645			Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to bring school back into surplus by end of 19-20.
E068 Archbishop Rowan Williams CiW Primary School	(79,455)	43,852	(35,603)						
E094 Castle Park Primary School	43,659	(9,000)	34,659		18,544	34,659	28,975	28,394	Recovery plan being updated as Head Teacher leaving at end of summer term. This will generate additional savings that should see school back in surplus.
E075 Dewstow Primary School	(105,626)	54,807	(50,819)						
E034 Durand Primary School	(71,665)	48,820	(22,845)						
E048 Magor CiW Primary School (VA)	19,227	55,731	74,958	Additional agency cover costs partially offset by maternity savings of a teaching post	No recovery target identified for year despite starting year in deficit				Recovery Plan meeting scheduled for 11th of July 2018.
E056 Rogiet Primary School	(26,145)	37,247	11,102						Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to keep school in surplus in 18-19.
E063 Undy Primary School	28,221	31,650	59,871	Replacement teaching staff on Upper Pay Spine not Newly Qualified with an additional Foundation Phase Teaching required to be employed from 1/9/18. Also two Additional Learning Needs	8,023	10,342	(25,894)		Key Stage 1 top up and additional pupil numbers funding
E069 Ysgol Gymraeg Y Ffin	37,616	(35)	37,581	As per budget - on track for month 2	75,056				Admission numbers are significantly reduced so we are working with the school to further update the recovery plan in order to devise a way of helping the school return to a break even position.

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Chepstow cluster									
E002 Chepstow School	(158,456)	(444)	(158,900)						
E091 Pembroke Primary School	(181)	16,214	16,033	Education Achievement Service income now anticipated and Information Technology Budget revised.		15,141	20,875		Six support staff leaving 31/8/18. Further recovery plan refinement required at Month 3.
E057 Shirenewton Primary School	(118,599)	62,810	(55,789)						
E058 St Mary's Chepstow RC Primary School (VA)	(6,055)	40,222	34,167	Head teacher absence and the employment of a replacement has added unforeseen pressure to the					
E060 The Dell Primary School	(22,165)	22,060	(105)						
E061 Thornwell Primary School	9,565	8,595	18,160	Welsh Government class size funding means capacity for the School to increase its pupil roll and trigger additional funding from 2019/2020.	No recovery target identified for year despite starting year in deficit	9,058	(10,981)		Additional Pupil Numbers anticipated to be on roll January 2019.

	Opening reserves 2018-19 (Surplus)/Deficit	In Year position at Month 2 (Surplus)/Deficit	Projected carry forward at year end 2018-19 (Surplus)/Deficit	Notes	Recovery Plan Y/E target balance 2018- 19	Recovery Plan Y/E target balance 2019- 20	Recovery Plan Y/E target balance 2020- 21	Recovery Plan Y/E target balance 2021- 22	Recovery Plan Comments
Monmouth cluster									
E004 Monmouth Comprehensive	423,951	51,343	475,294		No recovery target identified for year despite starting year in deficit	240,781	56,720	(67,015)	School presented recovery plan in June 2018 to Cabinet Member. Currently on target.
E032 Cross Ash Primary School	(59,356)	45,211	(14,145)						
E092 Kymin View Primary School	(34,657)	34,640	(17)	Staff changes required for the new academic year have resulted in a projected overspend. These changes include: part time deputy headteacher being replaced with a full time deputy; a class teacher on main pay scale leaving and being replaced by a teacher on					
E039 Llandogo Primary School	12,449	10,984	23,433		(1,141)	(1,141)			
E074 Osbaston CiW Primary School (VC)	(635)	597	(38)						
E051 Overmonnow Primary School	(28,389)	14,744	(13,645)						
E055 Raglan CiW Primary School (VC)	147,743	(32,079)	115,664	Agreed long term recovery plan in operation.	No recovery target identified for year despite starting year in deficit	62,644	35,366	17,177	Recovery plan projects surplus of £24,921 in 2022/23
E062 Trellegh Primary School	(87,650)	53,782	(33,868)						
E064 Usk CiW Primary School (VC)	(62,920)	81,025	18,105	Additional Foundation Phase teacher to be employed from 1/9/18 which has resulted in a planned deficit. Additional Key Stage 1 top up funding will be triggered in 2019/20 and there will be an					Meeting with the school at Month 3. It is anticipated that sufficient efficiencies will be identified to keep school in surplus in 18-19.
	(151,857)	790,574	638,717						
Special Schools									
E020 Mounton House Special School	33,584	(41,284)	(7,700)	Some staff savings due to a member of staff finishing in August and not being replaced.	28,968	4,947	(39,683)		Month 2 indicates school will return to surplus this financial year.
E095 PRU	(56,951)	48,413	(8,538)						
	(23,367)	7,129	(16,238)						
	(175,225)	797,703	622,478						

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