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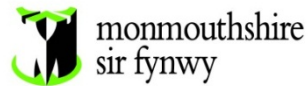
County Hall
Rhadyr
Usk
NP15 1GA

Thursday, 5 July 2018

Notice of meeting

Economy and Development Select Committee

Friday, 13th July, 2018 at 10.00 am

Council Chamber, County Hall, Usk

AGENDA

THERE WILL BE A PRE MEETING FOR MEMBERS OF THE COMMITTEE 30 MINUTES PRIOR TO THE START OF THE MEETING

Paul Matthews

Chief Executive

<p style="text-align: center;">MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY</p>

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors: P.Pavia
                                              J.Becker
                                              A.Davies
                                              D. Dovey
                                              M.Feakins
                                              R.Roden
                                              B. Strong
                                              A. Watts

Public Information

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Welsh Language
The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

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 make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

Monmouthshire Scrutiny Committee Guide

Role of the Pre-meeting

1. Why is the Committee scrutinising this? (background, key issues)
2. What is the Committee's role and what outcome do Members want to achieve?
3. Is there sufficient information to achieve this? If not, who could provide this?
- Agree the order of questioning and which Members will lead
- Agree questions for officers and questions for the Cabinet Member

Questions for the Meeting

Scrutinising Performance

1. How does performance compare with previous years? Is it better/worse? Why?

2. How does performance compare with other councils/other service providers? Is it better/worse? Why?

3. How does performance compare with set targets? Is it better/worse? Why?

4. How were performance targets set? Are they challenging enough/realistic?

5. How do service users/the public/partners view the performance of the service?

6. Have there been any recent audit and inspections? What were the findings?

7. How does the service contribute to the achievement of corporate objectives?

8. Is improvement/decline in performance linked to an increase/reduction in resource? What capacity is there to improve?

Scrutinising Policy

1. Who does the policy affect ~ directly and indirectly? Who will benefit most/least?

2. What is the view of service users/stakeholders? Do they believe it will achieve the desired outcome?

3. What is the view of the community as a whole - the 'taxpayer' perspective?

4. What methods were used to consult with stakeholders? Did the process enable all those with a stake to have their say?

5. What practice and options have been considered in developing/reviewing this policy? What evidence is there to inform what works?

6. Does this policy align to our corporate objectives, as defined in our corporate plan?

7. Have all relevant sustainable development, equalities and safeguarding implications been taken into consideration? For example, what are *the procedures that need to be in place to protect children?*

8. How much will this cost to implement and what funding source has been identified?

9. How will performance of the policy be measured and the impact evaluated.

Questions for the Committee to conclude…

Do we have the necessary information to form conclusions/make recommendations to the executive, council, other partners? If not, do we need to:
   (i)   Investigate the issue in more detail?
   (ii)   Obtain further information from other witnesses – Executive Member, independent expert, members of the local community, service users, regulatory bodies…
   (iii)   Agree further actions to be undertaken within a timescale/future monitoring report…

General Questions….

Empowering Communities
- How are we involving local communities and empowering them to design and deliver services to suit local need?
- Do we have regular discussions with communities about service priorities and what level of service the council can afford to provide in the future?

Service Demands
- How will policy and legislative change affect how the council operates?
- Have we considered the demographics of our council and how this will impact on service delivery and funding in the future?

Financial Planning
- Do we have robust medium and long-term financial plans in place?
- Are we linking budgets to plans and outcomes and reporting effectively on these?

Making savings and generating income
- Do we have the right structures in place to ensure that our efficiency, improvement and transformational approaches are working together to maximise savings?
- How are we maximising income? Have we compared other council's policies to maximise income and fully considered the implications on service users?
- Do we have a workforce plan that takes into account capacity, costs, and skills of the actual versus desired workforce?

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monmouthshire
COUNTY COUNCIL
sir fynwy

REPORT

SUBJECT:	**The Digital Strategy**
MEETING:	**Economy and Development Select**
DATE:	**13th July 2018**
DIVISION/WARDS AFFECTED: All	

1.   PURPOSE:

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

2.   RECOMMENDATIONS:

2.1   That the Committee considers the draft Strategy and action plan ahead of subsequent consideration by Council.

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 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.

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:

a) The iCounty Strategy 2014/2018
b) The Digital Strategy 2018/2021
c) The Digital and Technology Business Plan 2016/19
d) 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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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

Contents

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	
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.

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
Balancing short term need with long term and planning for the future **Long Term**	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.
Working together with other partners to deliver objectives **Collaboration**	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.
Involving those with an interest and seeking their views **Involvement**	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.

Sustainable Development Principle		How have these principles driven the development of the Strategy
Prevention	Putting resources into preventing problems occurring or getting worse	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.
Integration	Considering impact on all wellbeing goals together and on other bodies	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.

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 sstructure 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 end 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 the3 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 Monmouthshires 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.

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 –
    o We currently have over 30,000 users signed up to 'My Monmouthshire' out of a total population of 90,000
    o 10,000 of these users are self-serving. That's 10,000 less people contacting the council by telephone or face to face.
    o Over 3,000 residents have signed up for event notifications e.g. jobs
    o We have end-to-end processes for Fly Tipping with turnaround falling from 30 days to 5 days.

- o We have continued to generate income and manage the green garden waste via self-serve facilities – over 45% of customers have chosen this option
- o Abandoned calls to the contact centre have dropped by a third
- o Total calls to the contact centre have dropped by 20%
- o We have gathered a significant amount of customer insights to inform our service delivery choices
- o 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, utilizing the My Monmouthshire app
- 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

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'
- 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.

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 suing 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
- We have introduced O365 and Skype for Business across the organisation
- 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.

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 whist 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   The 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.

Resources Digital Strategy
Management Team

Social Care Digital Strategy
Management Team

Digital Programme Office
Strategy Board -

Strategic direction

Technical Innovations

Business Case Development

Prioritisation

Collaboration

Education Digital Strategy
Management Team

Enterprise Digital Strategy
Management Team

Cabinet
Investment
Policy

Scrutiny
Challenge
Evaluation

SRS
Strategic Board
Partner Collaboration
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

naware

> 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

erstandi

> 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

Planning

> 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

Performing

> 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

Optimised

> 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

Action Plan

Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	*Performance Indicator/milestone*	Officer Responsible & Timescale
Building a digitally skilled and enabled workforce. Incorporating digital capabilities into Job Descriptions for all employees Designing digital training programmes tailored to MCC specific skills gaps identified in digital assessments Incorporating digital checklists and skills into corporate induction 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	It will give our workforce the knowledge, skills and digital culture to design 'Future Ready' services that meet the expectations of a digital world. 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. 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.	Lifelong well-being. Thriving and well-connected county. Future - focussed Council. Corporate plan. People strategy. PSB wellbeing plan Provide young people with a good start in life	Increasing the digital maturity score for each service for digital knowledge and skills	Sian Hayward

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

Digital Customer Services Identifying through digital assessments through key customer facing processes for 'end to end' digitisation within the My Monmouthshire app. 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, utilizing the My Monmouthshire app 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.	It will enable our customers to transact with the council with the same ease that they transact with banks and retailers. 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. It will enable us to gain valuable digital customer insights to inform future decision making. Our customers will be able to help themselves without having to transact with us during office hours.	Thriving and well-connected county. MTFP PSB Wellbeing plan Protect and enhance the resilience of our natural environment Future focussed council	Identifying financial savings related to digitisation. A reduction in customer contact and failure demand as measured by the contact centre and customer insights from My Monmouthshire.	Emma Jackson

We will actively pursue new advancements in verification and security systems to reduce fraud and protect customer data				
Business Digital Capacity and Automation Use digital assessments to identify areas where digitisation and automation will release service benefits. Working with service areas to identify the benefits of digitisation and support the development of business cases Work with service areas to develop action plans enabling automation and digitisation and releasing the economic and efficiency benefits.	Digitisation will give us the service insights and data/evidence to inform service re-design options. 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. 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. 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. We will be able to provide services without the need for our employees or customers to travel to an office base. 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.	MTFP Thriving and well connected county People strategy. Protect and enhance the resilience of our natural environment whilst mitigating against climate change	Monitoring the number of digital projects coming through the pipeline along with the ROI in financial and efficiency terms.	DPO officer responsible for the directorate support.

| Digital platforms and standards

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.

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)

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.

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 | 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.

It will give us resilient and robust infrastructure and communications networks that are safe and secure from data loss and cyber-attack

We will have interoperable standard platforms that people can plug into at speed and that require very little expertise to use, support and maintain.

We will reduce the need for physical data halls that require technician support and maintenance, replacing them with cloud based SAS systems.

Our workforce won't have to think about what underpins the technology any more than they think about what underpins the national grid.

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.

We will be able to collaborate with other partners to release economies of scale, buying power and expertise.

We will be able to maximize the engagement with our communities through simple and intuitive digital | People Strategy

MTFP

Thriving and well connected county

Protect and enhance the resilience of our natural environment whilst mitigating against climate change. | The number and quality of new applications and standards measured by realisation of the ROI from business cases | Sian Hayward |
|---|---|---|---|---|

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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	products.			
Data and Evidence Developing a rigorous approach to data governance policies, ensuring that our data is correctly categorized, tagged, and stored with appropriate retention guidelines applied	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. We will comply with legislation and have accurate, reliable, usable, accessible data and records.	MTFP Thriving and well connected county	Percentage introduction of the EDRMS throughout service areas	Sian Hayward

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

It will enable us to safeguard and protect vulnerable people by sharing data with other government agencies such as health and police.

We will be able to open up our de-personalised data to the world without having to manually manipulate and cleanse it first.

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.				

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
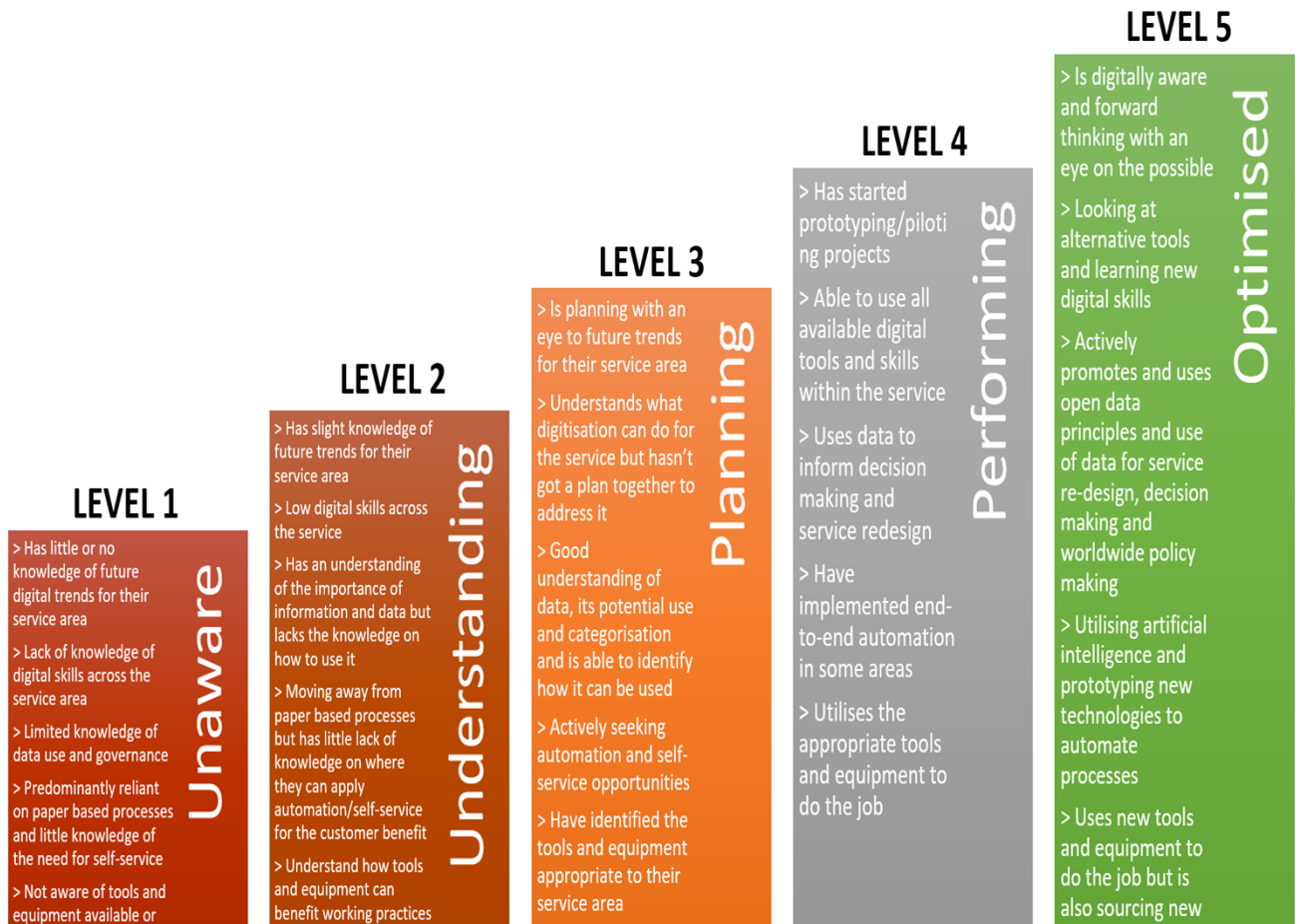
Performance Indicators

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

■ Level 0 ■ Level 1 ■ Level 2 ■ Level 3

LEVEL 5

Optimised

> 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

LEVEL 4

Performing

> 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

LEVEL 3

Planning

> 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

LEVEL 2

Understanding

> 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

LEVEL 1

Unaware

> 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

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	Likely-hood	Imp-act	Risk Level		Year	Likely-hood	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 19/20 20/21	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 19/20 20/21	Possible	Major	Medium
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 19/20 20/21	Likely	Low	Low		18/19 19/20 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

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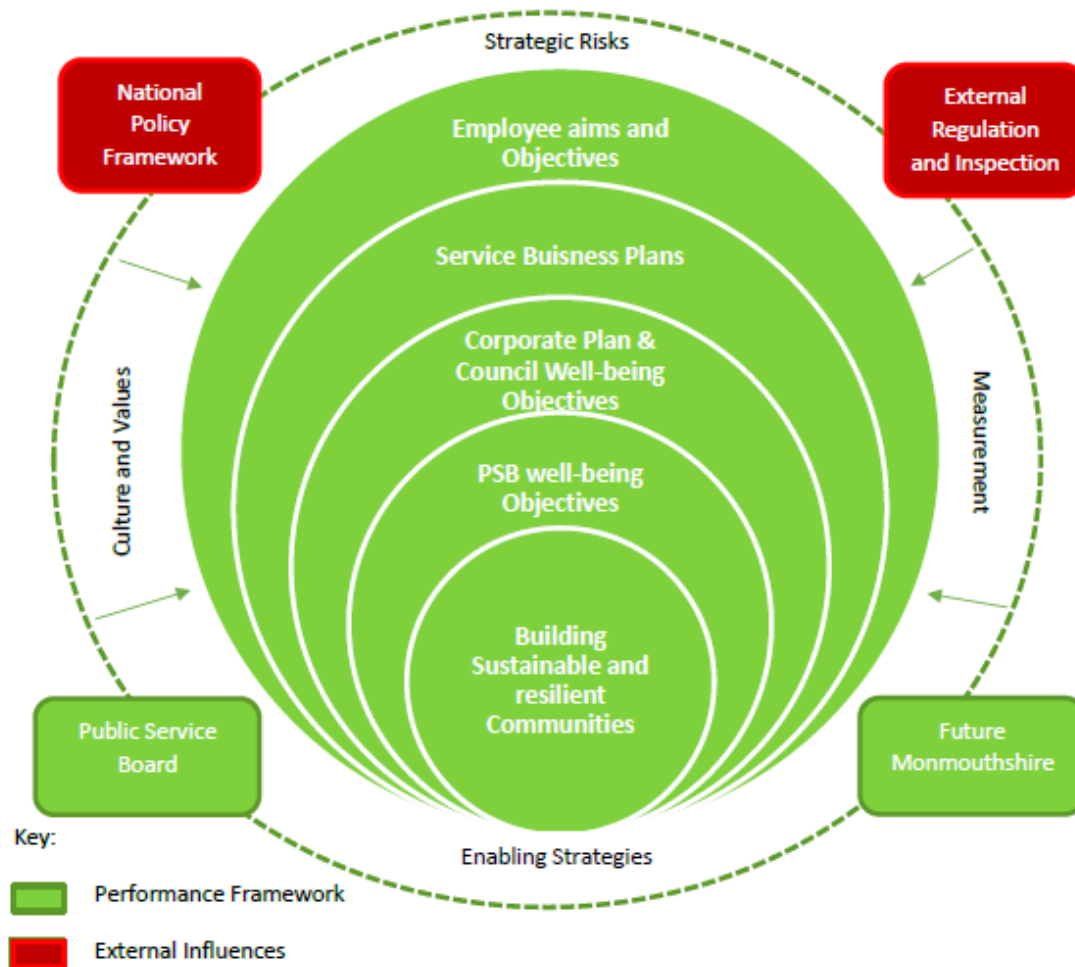
Our 'enabling strategies' support the delivery of our objectives. Our work is informed and guided by national policy and external regulation and inspection.

Level	Policy Framework	
Vision	The Public Service Board Well-Being Plan The Public Service Board will produce a local well-being plan in 2018	
Plan	Corporate Plan including Council well-being objectives 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	
Strategy	Asset Management Plan Describes how we manage our land and property portfolio	Financial Plan Sets out the financial challenges we face & how we will meet these challenges
	People Strategy The strategy connects people to purpose to improve performance and deliver better outcomes	Digital and Customer Strategy The steps we will take to develop our digital offer in our services and communities

	Local Development Plan Our proposals and policies for future development and use of land	**Economy and Enterprise Strategy** Our proposals for increasing competitiveness, innovation and productivity.
	Social Justice Our commitment as a Council to Social Justice setting out our purpose, our intentions and activities	
Delivery	**Service business plans** Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.	**Employee Aims and Objectives** 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.
Evaluation & Risks	**Evaluation** Evaluates performance, plans & metrics to monitor performance.	**Strategic Risk Assessment** Identifies, manages and monitors the Council's Strategic risks.

monmouthshire
COUNTY COUNCIL
sir fynwy

REPORT

SUBJECT:	**Procurement Strategy – Procuring for Public Value**
MEETING:	**Economy and Development Select**
DATE:	**13th July 2018**
DIVISION/WARDS AFFECTED: All	

1. **PURPOSE:**

1.1 The purpose of this report is to present for scrutiny 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 the Committee considers the draft Strategy and action plan; ensuring that based upon the knowledge and understanding developed through the Procurement workshops, the Strategy reflects the required direction of travel, prior to consideration by Council.

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.

5.0 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. 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 significan 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 contirbute 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 contirbution 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 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 reuqirment 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 maxising 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 emisisons. 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
Long Term Balancing short term need with long term and planning for the future	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 decommisioning costs both financial and environmental are factored into the awarding of contracts.

Sustainable Development Principle	How have these principles driven the development of the policy
Collaboration — Working together with other partners to deliver objectives	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 Testebed to test and trial solutions that offer better approaches to some of the most intractable societal, economic and environmental issues.
Involvement — Involving those with an interest and seeking their views	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 contirbutions they make. We will support great ideas into action and leverage our business support function to ensure there is support for 'start-up' businesses.
Prevention — Putting resources into preventing problems occurring or getting worse	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.
Integration — Considering impact on all wellbeing goals together and on other bodies	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

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

Preserve and enhance
natural capital by controlling
finite stocks and balancing
renewable resource flows
ReSOLVE levers: regenerate,
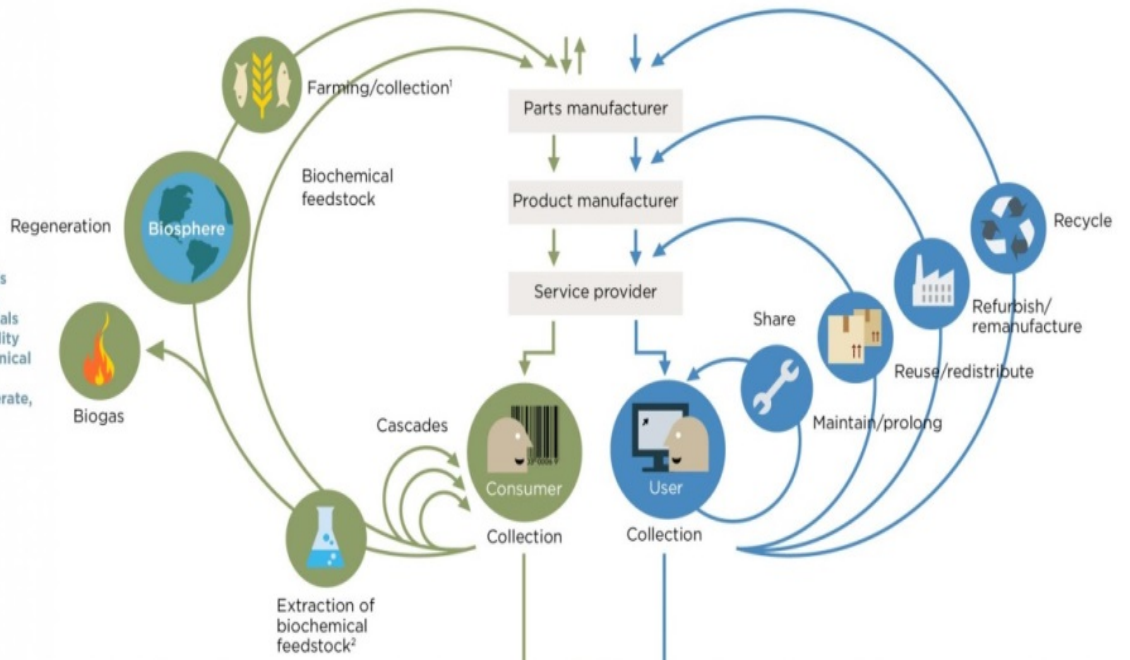virtualise, exchange

Renewables   Finite materials

Regenerate   Substitute materials   Virtualise   Restore

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

Farming/collection[1]

Biochemical
feedstock

Regeneration

Biosphere

Parts manufacturer

Product manufacturer

Service provider

Recycle

Refurbish/
remanufacture

Share

Reuse/redistribute

Biogas

Cascades

Maintain/prolong

Consumer

User

Extraction of
biochemical
feedstock[2]

Collection   Collection

PRINCIPLE

3

Foster system effectiveness
by revealing and designing
out negative externalities
All ReSOLVE levers

Minimise systematic
leakage and negative
externalities

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 or 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-displinary 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 procurerment 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 delievered. 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 fucntion' 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 mulit-discplinary 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
- Imporved 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.	Create additional internal capacity to make better informed procurement decisions. Dedicated procurement resource from the inception of the perceived need to drive a culture of whole life cost philosophy. To steer procurement solutions that have a positive impact on local and regional supply chains. The ability to embed and deliver the Councils Well Being principles. Greater potential to drive aggregation and achieve economies of scale both Nationally, Regionally and Locally. Dedicated resource to manage those contracts with the most opportunity, highest costs and highest complexities.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being MTFP PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county. Protect and enhance the resilience of our natural environment whilst mitigating and adapting	Milestone: To seek approval and budget to enhance skills base. PI. Number of FTE Procurement professionals that form distributed network across the organisations Percentage and value of procurements awarded Nationally, Regionally & Locally.	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

	Standardised tendering thresholds across Gwent provide consistency for regional supply chains.	Internal Audit Procurement Review. PSB Well Being Objectives: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.		
To work with Value Wales to enhance the Councils procurement maturity across all facets via the WG " Programme for Procurement"	The procurement function to benefit from regular and revolutionary new learning. The assurance that external support is available when new innovative procurement situations are being explored.	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.	Milestone: National Procurement Service Review is concluded and recommendations implemented.	Scott James – April 2019

Organisational Outcome - Economic				
Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	*Performance Indicator/milestone*	Officer Responsible & Timescale
To challenge " demand" for external expenditure.	The Council has more money to spend on its proirities.	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

	Providing technical leads and procurement personnel with the appropriate skills to drive innovation through outcome based specifications. To develop greater negotiating skills in a drive to develop an innovative, empowered commercial culture.	to the impact of climate change. Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.		
Develop a stronger commissioning voice within the National Procurement Service, and to engage only in collaborations where it represents value to the Council.	To generate a cash saving to the Council. To allow internal resource to focus on local and regional priorities where cash savings are not the end goal.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. MTFP	Milestone: To continue to examine the role out of NPS frameworks on a case by case and value for money basis. PI. Number of collaborative frameworks used and savings identified.	Scott James - ongoing
To drive greater alignment between Procurement, technical officers and Economic Development to promote our future needs through tailored "meet the buyer events"	To increase the level of competition both locally and regionally which in turn should generate cash savings and drive local innovative solutions. To better understand what innovations exist within markets and benefit from this knowledge. To promote Monmouthshire as a place to do business.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being	Milestone: To continue to promote the importance of early market engagement between potential suppliers and devolved technical lead officers. PI. Number of meet the buyer events held.	Cath Fallon – Scott James & relevant devolved procurement lead officers. – April 2019

		Maximise the potential of the natural and built environment. 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.		
To better understand where the supply voids exist and look to bolster supply chain resilience.	An Economy & Enterprise Strategy that compliments the procurement function to actively promote local supply chain opportunities. To develop a more prosperous, resilient and healthier County and Country.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being Maximise the potential of the natural and built environment.	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. PI. Percentage of contract opportunities that were competed for by Monmouthshire, Gwent, Welsh suppliers.	Scott James – Cath Fallon – April 2020

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		PSB Well Being Objectives:	Number of contracts awarded where the sub contracting opportunities where awarded within Monmouthshire, Gwent or Wales.	
		Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.		
To be better informed about the Cardiff Capital Region City Deal and its procurement pipeline.	To align in a timely manner to bespoke " Meet the Buyer" events to inform markets of potential main and sub contractor opportunities.	MCC Well Being Objectives: Future Focused Council Thriving and well connected county. Lifelong well-being Maximise the potential of the natural and built environment. PSB Well Being Objectives: Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.	Milestone: Local Councils to have sufficient notification of the CCR City Deal Procurement pipline to ensure local, regional and national markets are geared up to become part of the solution. 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.	Scott James – CCR Heads of Procurement – August 2019

		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.	To standardise the Councils procurement processes to make it easier and more accessible to do business with. 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. To initiate more Dynamic Purchasing System (DPS) arrangements so as not to restrict competition for the duration of the agreement. To develop a Purchase card strategy for the Council to alleviate cash flow problems for suppliers, whilst the Council benefits from cash rebates.	MCC Well Being Objectives: Thriving and well connected county. 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.	Milestone: In line with Public Contract Regulations 2015, all above OJEU tendering processes are fully electronic by 2018. We know need to ensure that we manage the roll out of electronic contract management to all above OJEU procurement awards.	Scott James – Relevant devolved procurement contract managers - Ongoing

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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.	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: Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.	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

		Provide Children and young people with the best possible start in life. Respond to the challenges associated with demographic change. Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.		
Organisational Outcome - Environmental				
Action	**Expected Impact of the Action**	**MCC Objective & Strategic plan contributed to**	*Performance Indicator/milestone*	**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.	MCC Well Being Objectives: The best possible start in life. Maximise the potential of the natural and built environment.	PI. Environment – Number of instances of landfill avoidance. Number of instances where the product was recycled. Social – Number of individuals that received Targeted Recruitment and Training (TRT)	Scott James – Hazel Clatworthy - Ongoing

		Thriving and well connected county.

Lifelong well-being.

Future focused council

PSB Well Being Objectives:

Develop opportunities for communities and businesses to be part of an economically thriving and well connected county.

Provide Children and young people with the best possible start in life.
Respond to the challenges associated with demographic change.
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change. | Community – Number of Community Projects identified and achieved.

Economy – Number of sub contracting opportunities provided.

Economy – Percentage of suppliers paid promptly and fairly. | |

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Where practical to embed " Circular Economy" principles as standard questions within procurement Buisiness Case documents.	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"	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.	Milestone: For WG and Councils to actively pursue embedding Circular Economy principles in those tender documents that lend themselves towards these principles.	Scott James - Ongoing

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To meet with the Councils primary food providers to discuss the potential for reducing single use plastics within the supply chain.	Sustainable development within procurement activities will help improve the environment, build stronger communities and enhance the Well Being of Monmouthshire.	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.	PI. Reduction in single use plastics being consumed.	Scott James – Hazel Clatworthy – Pauline Batty - 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.

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	Likeli-hood	Imp-act	Risk Level		Year	Likeli-hood	Imp-act	Risk Level
Lack of capacity within the procurement function will hamper the influence that can be exterted, which in turn will impact on the cost, quality and innovation of the procured solution.	Only two MCIPS qualified officers within the Council. No contigency planning evident within the procurement function. WG Procurement Fitness Health Check recommends 1 FTE for every £10,000,000 of third party spend.	18/19 19/20 20/21	Possible	Major	Medium	The Strategic Procurement Unit will look to build in additional capacity, where this is cost neutral.	18/19 19/20 20/21	unlikely	Major	Low
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. Need to develop solution within Contract Procedure Rules so that the procurement function are alerted in advance of resource being required.	18/19 19/20 20/21	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 19/20 20/21	unlikely	Major	Low

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No existing Corporate procurement training provision has been identified.	Due to the current financial austerity measures no procurement training procogramme exists within Wales. 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.	18/19 19/20 20/21	Possible	Major	Medium	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	18/19 19/20 20/21	unlikely	Major	Low
The current suite of electronic procurement platforms are procured and resourced by WG. This funding will cease from January 2019	WG via Value Wales are actively consulting with represenative users across the Country to develop a solution.	18/19 19/20 20/21	Possible	Major	High	Await recommendations from Value Wales (Summer 2018) on the future of the electronic procurement service. Identify budget pressure for the procurement of the required services and procure regionally.	18/19 19/20 20/21	unlikely	Major	Low
Insufficient dedicated personel are involved in robust and proportionate Contract and Project Management.	Documented evidence exists of areas where better Project and Contract Management would have helped rationalise our stock and reduced costs.	18/19 19/20 20/21	Possible	Major	High	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	18/19 19/20 20/21	unlikely	Major	Low

					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.				

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 Force[1] 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?

Welsh Government will:	The Welsh public sector will:
• 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.	• 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?

Welsh Government will:	*The Welsh public sector will:*
• 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.	• 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

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?

Welsh Government will:	*The Welsh public sector will:*
• *Maximise the opportunities presented by the revised EU Procurement Directive to drive economic, social and environmental impact* • provide leadership, guidance and tools on procurement best practice. • Issue updated policy guidance on ethical procurement issues including but not limited to ▪ the opportunity to reserve contracts for suppliers with a	• 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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<table>
<tr>
<td>workforce of 30% or more disadvantaged workers
■ 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</td>
<td>Identify areas of expenditure which can be reserved for suppliers with a social ethos
e.g. Co operatives and Mutuals at first tender.
Apply the Sustainability Risk Assessment to all procurements above £25,000</td>
</tr>
</table>

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?

<table>
<tr>
<td>**Welsh Government will:**
• provide Community Benefits policy; strengthening support available on the ground and challenging the application</td>
<td>**The Welsh public sector will:**
• 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</td>
</tr>
</table>

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?

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Welsh Government will:	The Welsh public sector will:
• 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.	• 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

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?

Welsh Government will:	The Welsh public sector will:
• 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 etrading	• 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

	fitness check process
• Provide structured support to public bodies to undertake business change management to support effective utilisation of e-procurement	• 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
• Provide a single point of contact for supplier feedback	• Adopt a 'no purchase order no payment 'policy for all procurement activity

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?

Welsh Government will:	The Welsh public sector will:
• 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.	• 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

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?

Welsh Government will:	The Welsh public sector will:
• Provide clear policy direction on procurement best practice in support of public bodies in Wales adopting	• publish a single electronic point of contact for supply chain dialogue/feedback/ queries

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approaches to procurement that are informed and influenced by feedback from the supply chain. Provide business support to suppliers through the Business Wales service	- 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

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)

.

Welsh Government will:	*The Welsh public sector will:*
• 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	Deploy the procurement guidance issued in all relevant contracts.

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:	*The Welsh public sector 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.	• Complete an annual return to Welsh Government of procurement outcomes, achieved through procurement.

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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	- Welsh public sector Procurement Maturity Matrix - Procurement Training	☐ Procurement fitness check level ☐ Level of professional procurement intervention ☐ Evidence of commitment to continuous professional development
Economic Impact	3, 4, 5, 6, 7, 8, 9, 10	- Sustainability Tools - E procurement service - Community Benefits - Joint Bidding Guide - Ethical Procurement Advice Notes - Supplier Qualification Information Database (SQuID)	☐ Savings from influencable procurement spend ☐ Engagement with Welsh Business ☐ Delivery of Community Benefits ☐ Engagement with collaborative contracts and service provision ☐ Adoption of e procurement systems ☐ Adoption of low value advertising ☐ Publication of contract award notices ☐ Adoption of a proportionate, risk based approach ☐ Use of the SRA

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Social Impact	3, 4, 8, 9, 10	- Sustainability Tools - Sell2Wales - Community Benefits - Wales Infrastructure Investment Plan - Joint Bidding Guide - Ethical Procurement Advice Notes	☐ Engagement with ethical procurement policies ☐ Engagement with Welsh Business ☐ Delivery of Community Benefits ☐ Engagement with social enterprises, including supported factories ☐ Use of the SRA
Environmental Impact	3, 4, 8, 9	- Sustainability Tools - E procurement service - Sell2Wales - Community Benefits	☐ Environmental impact of influencable procurement spend ☐ Delivery of Community Benefits ☐ Adoption of e procurement systems ☐ Use of the SRA

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Appendix 2

Code of Practice – Ethical Employment in Supply Chains

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 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: • 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
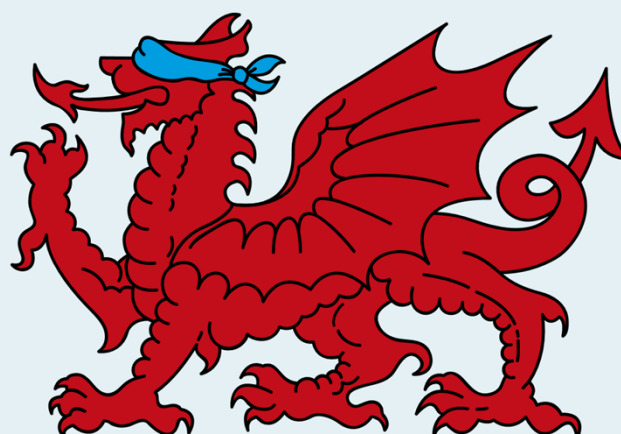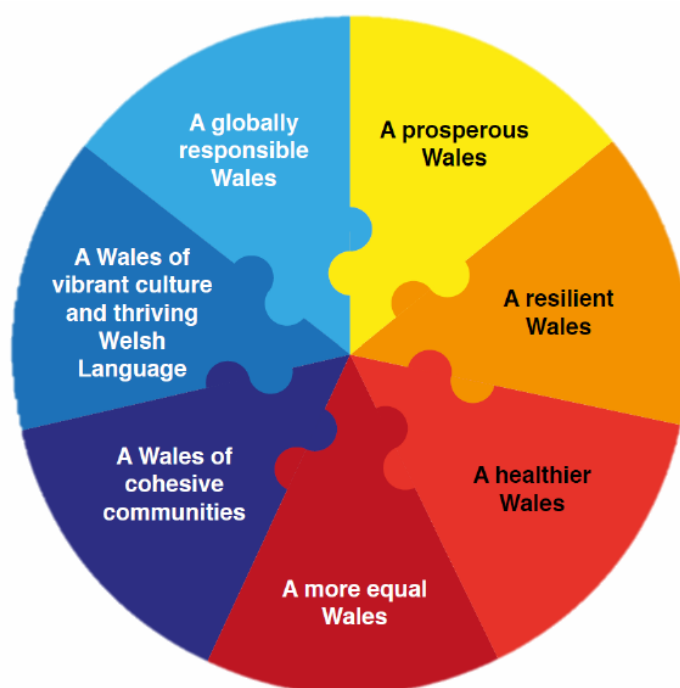

Modern Slavery Helpline: 0800 0121700

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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.
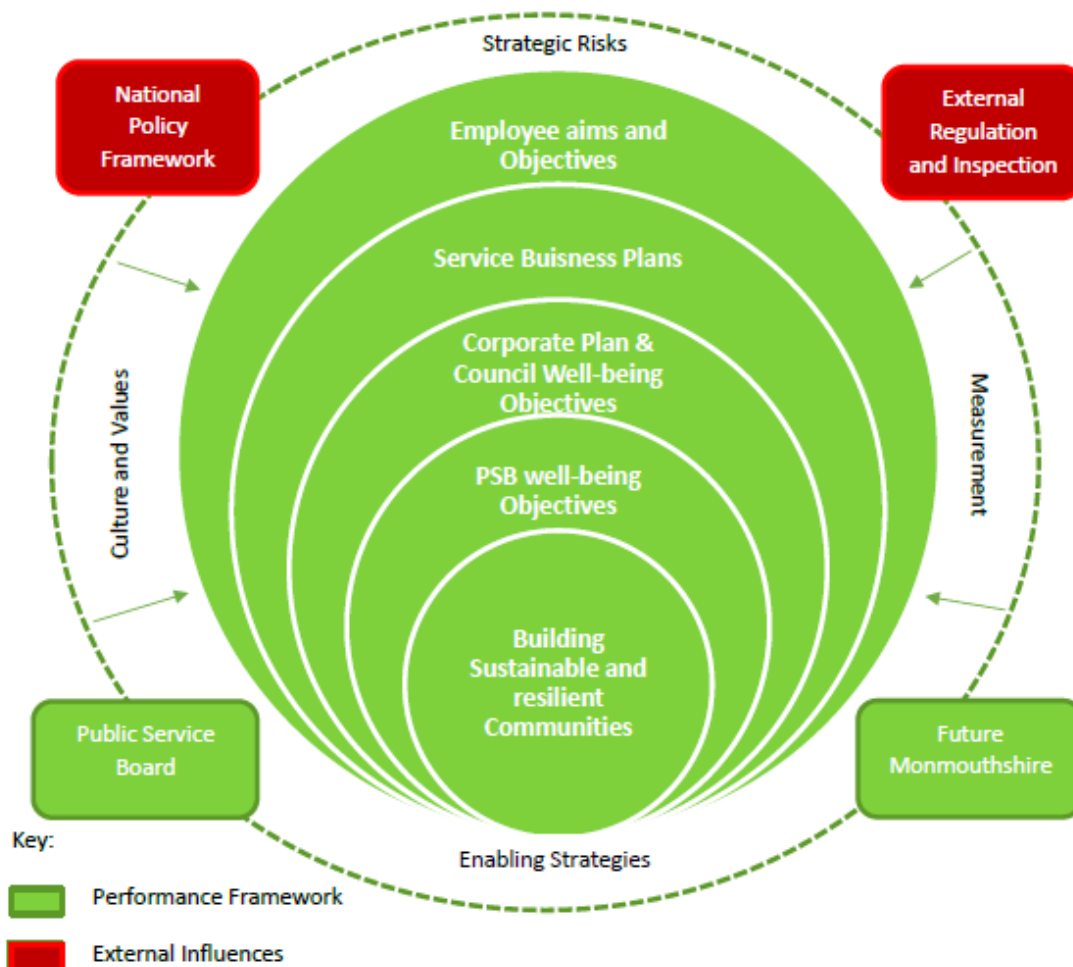
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Appendix 4 – Local Policy context

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	The Public Service Board Well-Being Plan 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	
Plan	Corporate Plan including Council well-being objectives 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	
Strategy	Asset Management Plan Describes how we manage our land and property portfolio	Financial Plan Sets out the financial challenges we face & how we will meet these challenges
	People Strategy The strategy connects people to purpose to improve performance and deliver better outcomes	Digital and Customer Strategy The steps we will take to develop our digital offer in our services and communities
	Local Development Plan Our proposals and policies for future development and use of land	Economy and Enterprise Strategy Our proposals for increasing competitiveness, innovation and productivity.
	Corporate Procurement Strategy Our proposals for delivering value for money, innovative and legally compliant contractual arrangements.	
Delivery	Service business plans Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.	Employee Aims and Objectives 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.
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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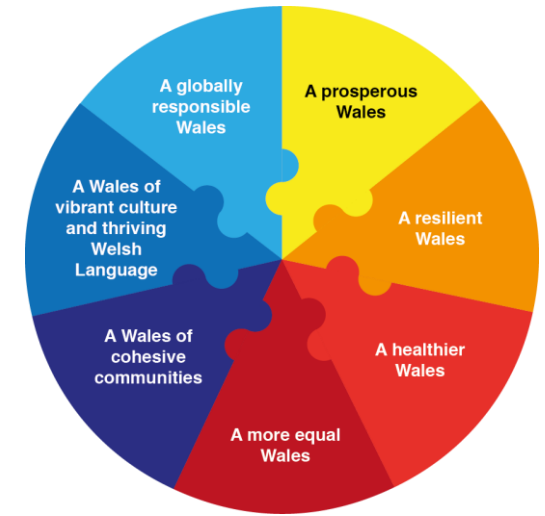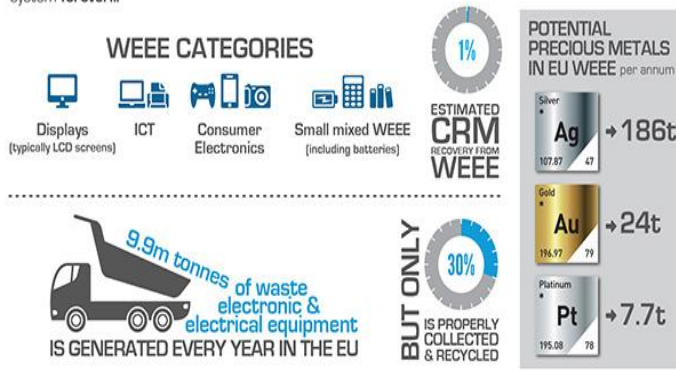
Procuring for Public Value

A Strategy for Responsible Procurement

Peter Davies, Chief Officer Resources

Procurement in Monmouthshire….

- Needs a Policy Framework setting out:
  - Vision
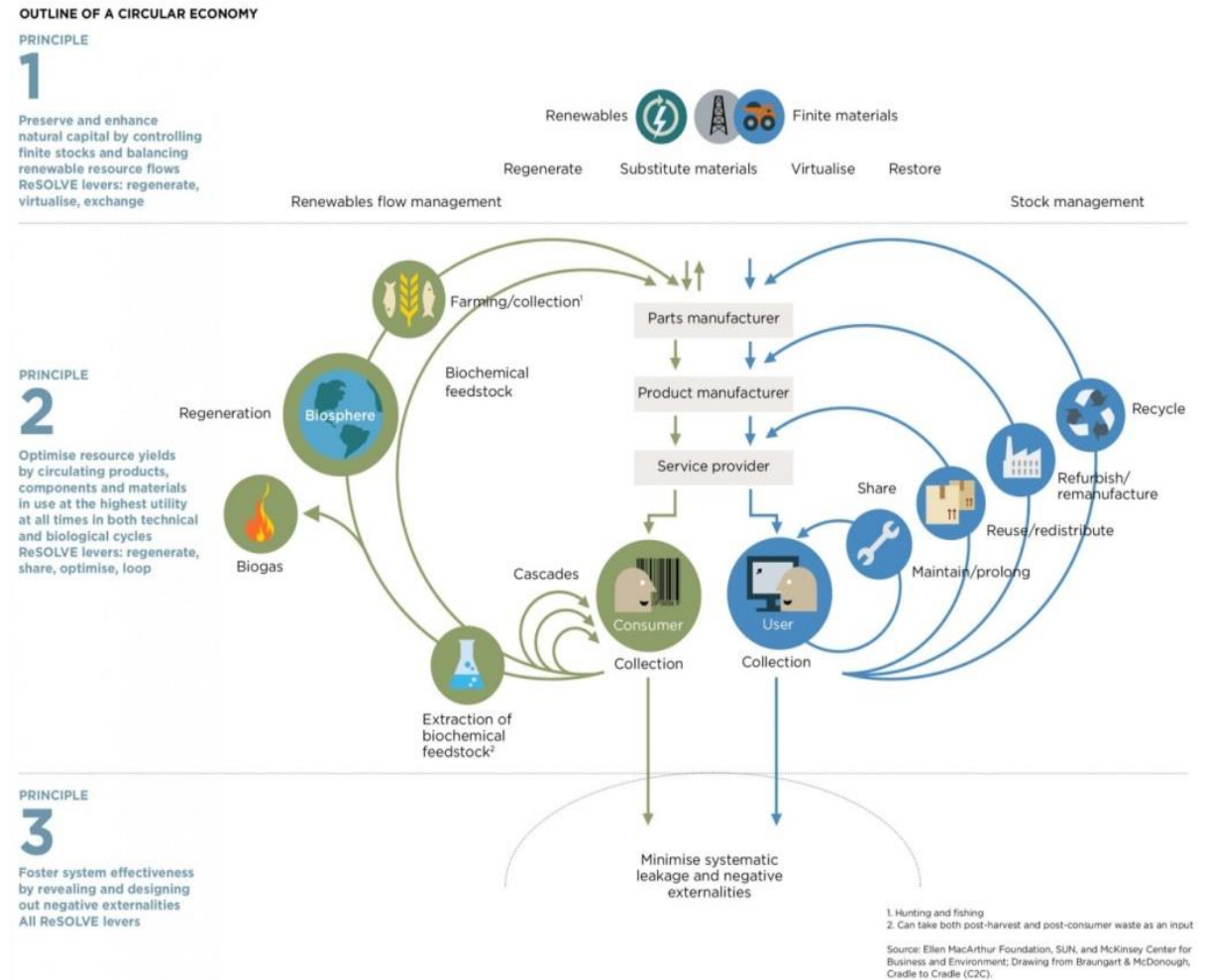 - Strategy
  - Means of Delivery

Public Procurement....

- ....Is the spending of public money to deliver goods, services and works

- Highways, schools, transport, cleaning, care contracts and professional services are just some examples

- Way money is spent, has clear implications for the economy, as well as for the Council as procurer and the customers and residents using our services

The problem

- 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

- Big issue is that traditional public procurement often stifles the kind of innovation now needed

- Post-Brexit, what can be uniquely made and developed locally, will create better public & new economic value

- 'Circular economy' principles must be writ large in this

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 — Finite materials
Regenerate   Substitute materials   Virtualise   Restore
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

Regeneration   Biosphere   Biochemical feedstock
Farming/collection[1]
Parts manufacturer
Product manufacturer
Service provider
Biogas
Cascades
Consumer   User
Collection   Collection
Extraction of biochemical feedstock[2]
Share   Recycle   Refurbish/remanufacture   Reuse/redistribute   Maintain/prolong

PRINCIPLE 3
Foster system effectiveness by revealing and designing out negative externalities
All ReSOLVE levers

Minimise systematic leakage and negative externalities

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).

The opportunity

- 'Favouring' innovation = public procurement of sustainable goods and services

- Essential tool in simulating new technologies or service solutions and creating better jobs

- Boost to competitiveness of industry and SMEs

- More efficient and effective public services

- Better outcomes for those who need and use our services

- GOOD growth. Investing for impact

Progress

- Progress in wider world…

- Changes to EU Procurement directives to favour innovation (2014)

- WFG Wales 2015 & BSI for Circular Economy

- As part of Industrial Strategy, UK Govt committed to meet target of 2.4% GDP invested in UK R&D by 2027. Strong link with public procurement

- OECD study measuring link across public procurement and R&D

- National Procurement Consortium under review
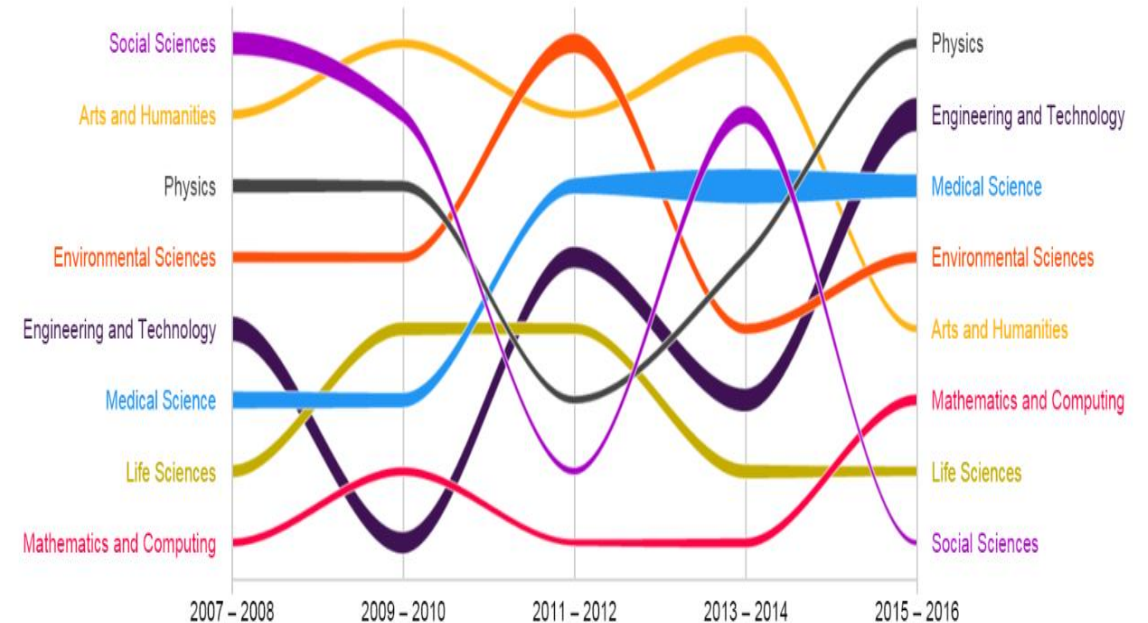
The new alternatives

- Important we explore alternatives available to 'beauty parade'

- Innovation Partnerships

- 'problem-led' procurement

- Small Business Research Initiative

- GovTech (we have a live project)

- Pre-commercial procurement (R&D)

- Some organisations now put part of their procurement spend aside for innovative approaches that improve efficiency & quality of public services, while also addressing social and economic challenges.

2014 New EU Procurement Directives

- Stronger legal basis targeted at opening up new opportunities for public procurement, whilst maintaining basic requirements of competition, transparency, equity and state aid
  - Introduced Innovation Partnerships
  - Competitive Procedures with Negotiation
  - Competitive dialogue also refocussed
- All of these are eligible for contracts which include an amount of design or innovation, or where technical specifications cannot be sufficiently defined
- Responds to need for greater flexibility in choice of procedure to meet needs
- Focus on pre-market consultation, pre-commercial procurement & life-cycle costing at award stage

What are our barriers currently?

- Compliance dominated

- Lack of incentives & risk aversion

- No codified 'team' approach

- Problems of awareness, knowledge and what's out there/ what's coming

- Procurement treated as a financial or administration task

- Procurement not aligned to broader policy objectives

- Barriers created to SMEs being more involved as direct providers

Guiding Principles for our Strategy (1)

- Start early – forward planning. Establish need (options appraisal). Analyse market and introduce Forward Commitment Procurement – early notice to market of spend

- Know the market – where is the supply chain knowledge? Must be beyond traditional 'category management' and beyond knowledge of existing markets. Who are new market players? Where are specialists? Detailed research, pre-procurement market engagement & advice from professionals

- Risk assessment – are we being fair in apportioning risk, responsibility & reward? Is 'supplier takes all risk' hampering process?

Guiding Principles for our Strategy (2)

- Steering group – multi-disciplinary approach. Art of the possible?

- Competition stays strong – publicity, supplier events and challenge-led approaches to assess what market can offer

- Use of new more flexible procedures – is an Innovation Partnership the right tool? Or competitive procedures including negotiation?

- Don't over-specify – stifles innovation – specify performance requirements instead e.g. co2 reduction. Allow variants

- Make information freely available, use open data wherever possible

- Agree IP Strategy

- Good contracts are key

Engagement

- Targeted supplier engagement

- Issue clear guidance

- Financial support for competitions – like SBRI and GovTech

- Public events

- Openness and ongoing discussion

- Procurement will be driven by demands of public customers

- Can we help suppliers to anticipate demand and need for new, better solutions?

- Must still commit to competition and getting best value
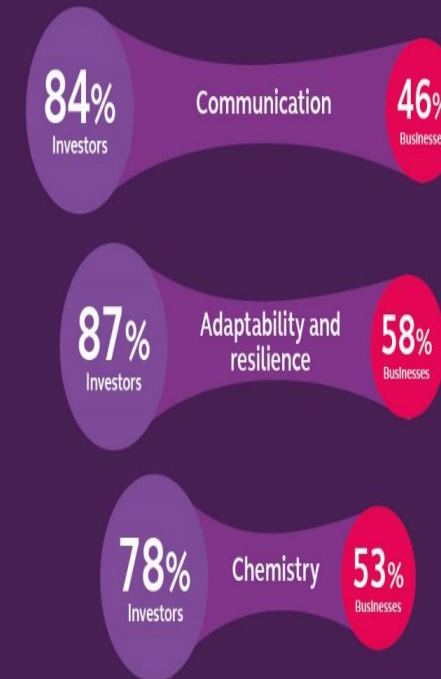
Clear Strategy for Innovation

- Clear needs assessment
- Establish thematic steering group
- Establish a business case
- Engage suppliers
- Legal considerations
- Whole-life costs
- Risks and financial support

And a wider strategy for scale

- This approach should be catalytic. When procurers have critical mass they can help shift demand to new technologies, services and processes

- In some sectors, 'pull' demand from the public sector is recognised as the most important tool in developing new markets

- Chief examples are in the social care and infrastructure markets

- Public Services Testbed in CCR
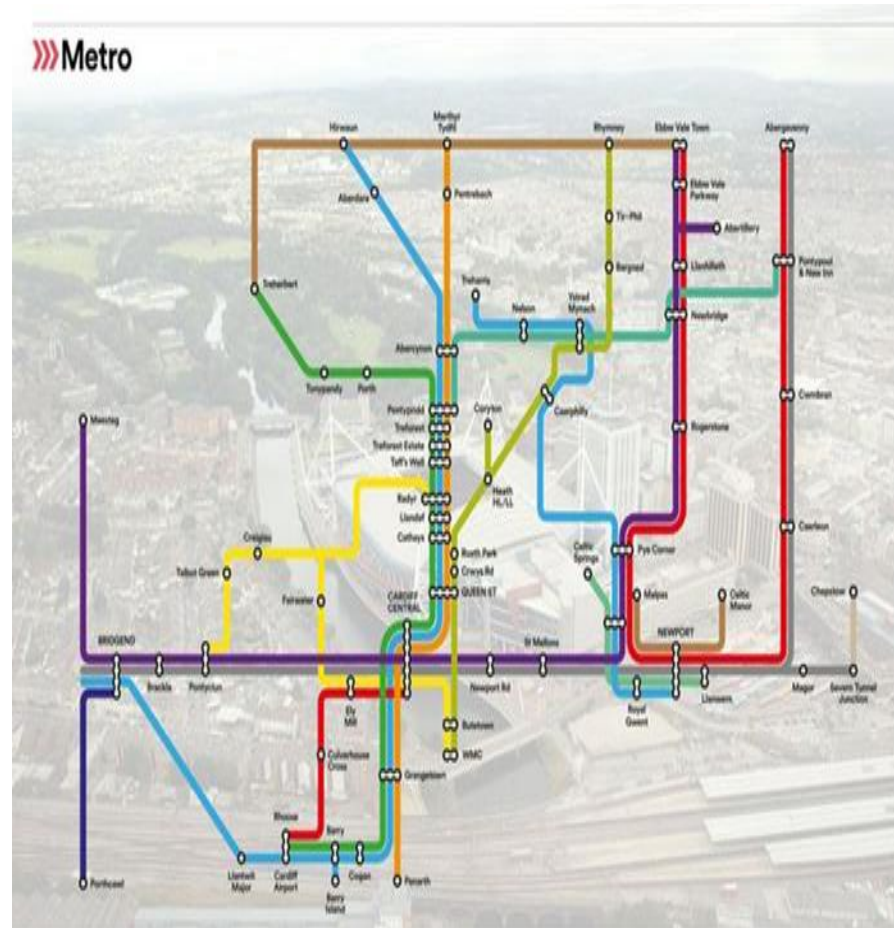
Resourcing and Practicalities

- Investment needs consideration on a ROI basis

- Centralise & strengthen procurement through bringing together all those with 'procurement' designations in Council

- Promote the 'professionalization' of procurement

- Multi-disciplinary teams

- Targets and behavioural change

- Establish centres of competence through the organization

- Identify the great practice

Benefits - Council

- New solutions needed to complex problems – 'off the shelf' no longer enough

- New suppliers and services are crucial to better public value

- Cost savings

- Customer experience

- Development of new knowledge and know-how

- Access to new investment

- Embraces WFG and circular economy

- Reputational gains

- Potential commercial gains through JVs and shared IP etc

Long term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

Prevention

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

Integration

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.

Collaboration

Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Involvement

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Benefits - Suppliers

- Access to valuable public service customers

- Apply research and see it commercialised

- Understanding big public service challenges

- Exposure and networks

- Develop expertise

- Access new investment

Benefits – Customers & Society

- Better public services & infrastructure

- Skilled jobs and new start-ups

- Tackling grand challenges

- Smarter use of tax payer's money

- Knowledge transfer

- International competitiveness

- New industries take shape

- Improvements to quality of life

monmouthshire
COUNTY COUNCIL
sir fynwy

REPORT

SUBJECT: **Commercial Strategy**
MEETING: **Economy and Development Select**
DATE: **13ᵗʰ July 2018**
DIVISION/WARDS AFFECTED: All

1. PURPOSE:

1.1 The purpose of this report is to present for scrutiny the Council's first Commercial Strategy and accompanying action plan. The strategy builds upon aspects of the Procurement, Digital and Asset 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 the Committee considers the draft Strategy and action plan ahead of subsequent consideration by Council and based on its wider reflections and links across the strategic framework; advises on the fitness for future purpose of the Strategy ahead of decision.

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, its 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. 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. 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 significan 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 fuure 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 contirbution to the Wellbeing Goals.

AUTHOR:
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Debra Hill-Howells – Head of Landlord Services and Commercial

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Insert Cover report

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	5th July 2018
Version Number	1.0
Status	Draft
Review Frequency	Annually
Next review date	01.04.19
Consultation	SLT; E&D Select

Contents

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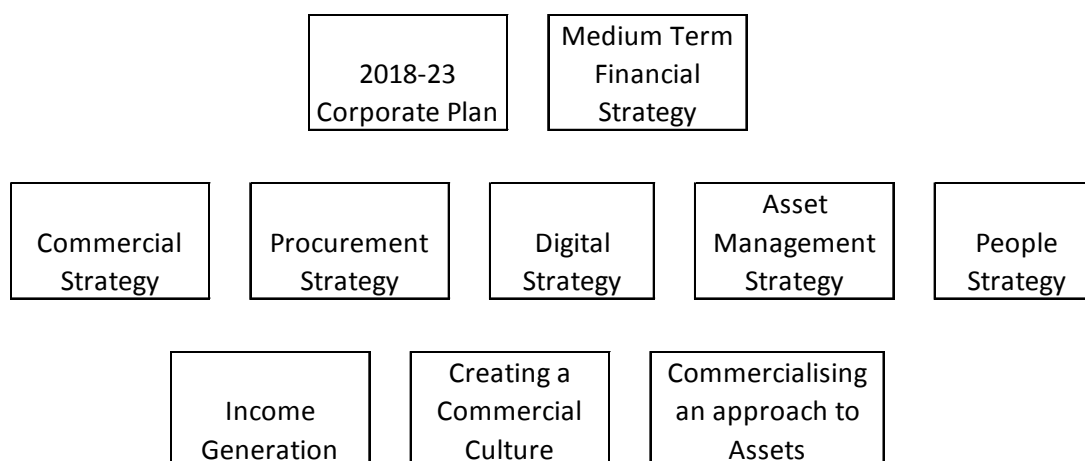
2.3 The success of the delivery these work streams and the strategy overall will be measured by a series of key deliverables and performance indicators. These specific, measurable and attainable goals are both financial and operational, and include desired outcomes such as meeting financial targets,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

2018-23 Corporate Plan	Medium Term Financial Strategy

Commercial Strategy	Procurement Strategy	Digital Strategy	Asset Management Strategy	People Strategy

Income Generation	Creating a Commercial Culture	Commercialising an approach to Assets

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 a 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 change of becoming successful commercial ventures. The stages of the Commercial Framework are as follows:

Stage 1	• Determine the vision and strategic objectives
Stage 2	• Understand the operating environment
Stage 3	• Identify market expectations
Stage 4	• Understand your customer's needs
Stage 5	• Analyse the competitive environment
Stage 6	• Determine costs and a pricing strategy
Stage 7	• Position your idea with the market
Stage 8	• Identify the risks
OUTCOME	• A commercial business proposition ready for a tactical marketing plan to the idea to market

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

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- 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	*People / Citizens*	*Place / Communities*
	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
Long Term Balancing short term need with long term and planning for the future	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.
Collaboration Working together with other partners to deliver objectives	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.
Involvement Involving those with an interest and seeking their views	Successful delivery of the strategy will involve nurturing a commercial culture within the organization. This will requiring 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.
Prevention Putting resources into preventing problems occurring or getting worse	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.
Integration Considering impact on all wellbeing goals together and on other bodies	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.

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 a commercial culture	✓	✓	✓	✓			✓

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	• 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	• 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	• Design a fit for purpose training programme and evaluation framework;	Debra Hill-Howells Head of Landlord Services and Commercial John McConnachie

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Action	Expected Impact of the Action	MCC Objective & Strategic plan contributed to	*Performance Indicator/milestone*	Officer Responsible & Timescale
			• 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.

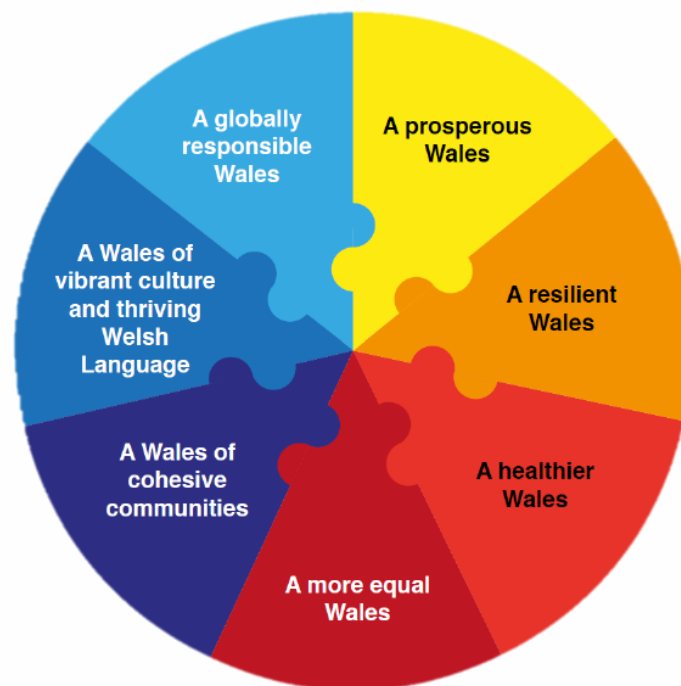| Risk	Reason why identified	Risk Level (Pre – mitigation)				Planned Mitigation & timescales	Residual Risk Level (Post – mitigation)			
		Year	Likeli-hood	Imp-act	Risk Level		Year	Likeli-hood	Imp-act	Risk Level
Lack of capacity prevents identification of opportunities or delays the delivery of projects, 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

The Asset Investment Policy creates additional financial burden due to changes in market value, poor tenant performance, voids and falling rent rolls	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	18/19 19/20 20/21	Possi ble	Major	High	External expertise has been commissioned to assist in the preparation of the policy, operating framework and the identification of suitable assets. We would seek to acquire a blended portfolio based on use and location to mitigate risks, however they can never be fully eliminated.	18/19 19/20 20/21	Possi ble	Major	Medi um

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.
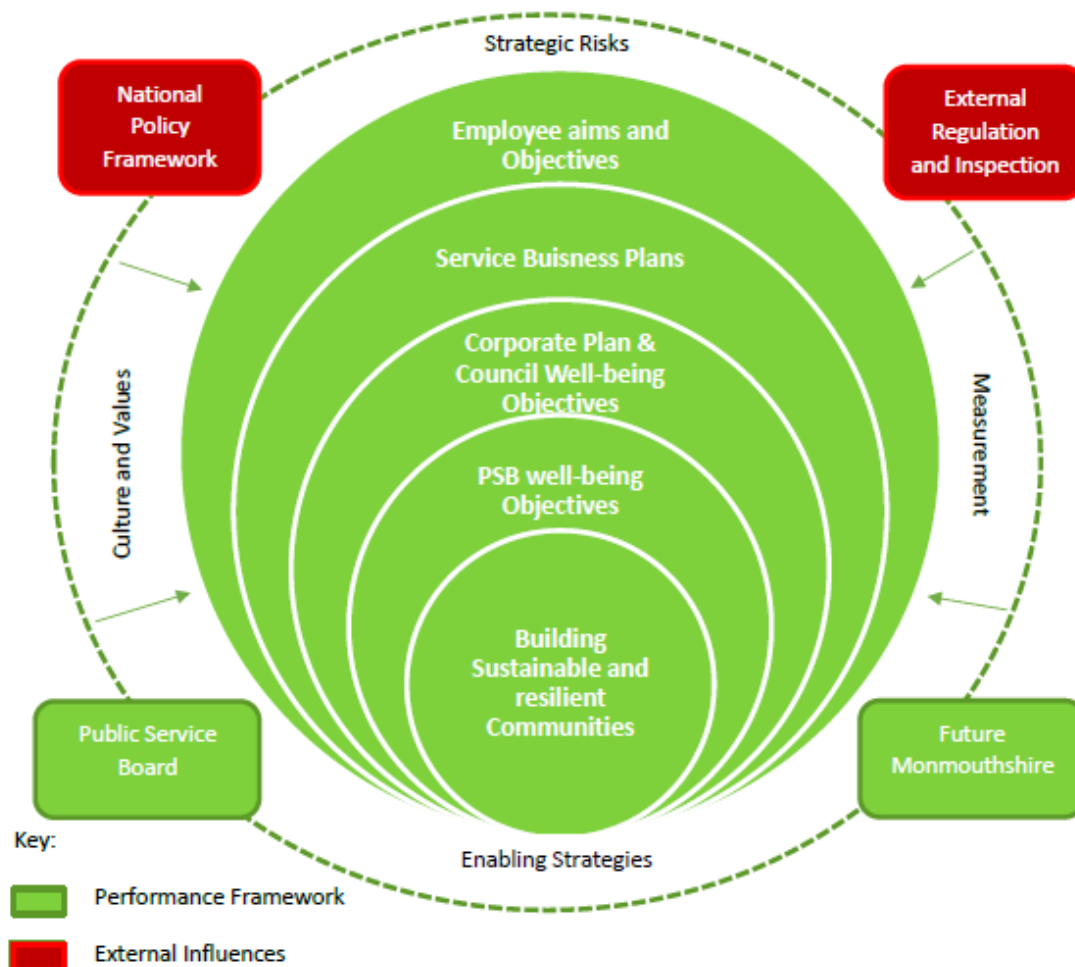
Appendix – Local Policy context

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	The Public Service Board Well-Being Plan The Public Service Board will produce a local well-being plan in 2018	
Plan	Corporate Plan including Council well-being objectives 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	
Strategy	Asset Management Plan Describes how we manage our land and property portfolio	Financial Plan Sets out the financial challenges we face & how we will meet these challenges
	People Strategy The strategy connects people to purpose to improve performance and deliver better outcomes	Digital and Customer Strategy The steps we will take to develop our digital offer in our services and communities
	Local Development Plan Our proposals and policies for future development and use of land	Economy and Enterprise Strategy Our proposals for increasing competitiveness, innovation and productivity.
Delivery	Service business plans Each service has a plan that evaluates performance, plans actions for the year ahead, includes metrics to monitor performance and manages risks.	Employee Aims and Objectives 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.
Evaluation & Risks	Evaluation Evaluates performance, plans & metrics to monitor performance.	Strategic Risk Assessment Identifies, manages and monitors the Council's Strategic risks.

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.