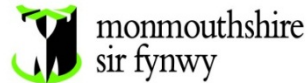


Public Document Pack



County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 27 August 2019

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Steve Greenslade Room, County Hall, Usk** on **Wednesday, 4th September, 2019**, at **2.00 pm**.

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
 - i. **COUNTRYSIDE SITES S106 CONTRIBUTIONS** 1 - 18

Wards/Divisions Affected: Caldicot, Chepstow, Mill, The Elms and Llanelly Hill

Purpose: To recommend to full Council the inclusion of capital funding in the 2019/20 Capital Budget;
To recommend the utilisation of accumulated S106 balances to a number of countryside/green infrastructure projects in the county.

Author: Colette Bosley, Principal Landscape Officer;
Mike Moran, Community Infrastructure Coordinator

Contact Details: colettebosley@monmouthshire.gov.uk;
mikemoran@monmouthshire.gov.uk
 - i. **DIGITAL INFRASTRUCTURE ACTION PLAN** 19 - 50

Division/Wards Affected: All

Purpose: To consider the approval of the draft Digital Infrastructure Action Plan (Appendix A).

Author: Cath Fallon, Head of Enterprise and Community Animation

Contact Details: cathfallon@monmouthshire.gov.uk

- i. **PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2018/19 AND MCC WHOLE AUTHORITY COMPLAINTS, COMMENTS AND COMPLIMENTS REPORT 2018/19** 51 - 80
Division/Wards Affected: All
- Purpose: The purpose is to fulfil the expectation of the Public Services Ombudsman for Wales that their report is brought to the attention of Cabinet and that is what we are doing.
- To provide details of the Council's Whole Authority customer feedback.
- Author: Annette Evans, Customer Relations Manager
Contact Details: annetteevans@monmouthshire.gov.uk
- i. **MAINTAINED SCHOOLS PARTNERSHIP AGREEMENT** 81 - 136
Division/Wards Affected: All
- Purpose: The purpose of the report is for members to agree the Statutory Partnership Agreement having taken on board comments made by the Committee during its meeting in January 2019.
- Author: Cath Saunders, Governance Manager, CYP
Contact Details: cathsaunders@monmouthshire.gov.uk
- i. **W10 LAPTOP REPLACEMENT** 137 - 148
Division/Wards Affected: All
- Purpose: This report seeks funding for the replacement or upgrade of workplace laptop stocks, bringing them up to a minimum of Windows 10 operating system and meeting our ICT network security requirements.
- Author: Sian Hayward
Contact Details: sianhayward@monmouthshire.gov.uk
- i. **RESOURCES - ENABLING A FUTURE FOCUSED COUNCIL** 149 - 216
Division/Wards Affected: All
- Purpose: To consider proposals for a new Resource Directorate Management Team (DMT) structure, a revised senior finance structure and team restructures in Human Resources (HR), the Digital Programme Office (DPO) and the Commercial & Integrated Landlord Services teams.
- To strengthen existing arrangements with devolved finance teams within the Children & Young People's and Social Care & Health directorates.
- For the Digital Programme Office to take on responsibility for information governance and security.
- Author: Peter Davies, Chief Officer for Resources
Contact Details: peterdavies@monmouthshire.gov.uk

i. **BREXIT PREPAREDNESS**
Division/Wards Affected: All

217 -
222

Purpose: To provide an information only update for Members regarding the Council's Preparedness for Brexit further to the report to Council on the 11th April 2019.

Author: Frances O'Brien, Chief Officer for Enterprise
Contact Details: francesobrien@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<p>Whole Authority Strategy & Direction Lead Officer – Chief Executive</p> <p>CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board lead; WLGA lead</p>	<p>WLGA Council WLGA Coordinating Board Public Service Board</p>	Portskewett
R.J.W. Greenland (Deputy Leader)	<p>Enterprise and Land Use Planning Lead Officer – Frances O’Brien Support Officers – Mark Hand, Cath Fallon</p> <p>Local Development Plan; Strategic Development Plan; Economic Resilience and Growth; Town Centre Investment and Stewardship; Development Management and Building Control; Housing Delivery</p>	<p>WLGA Council Capital Region Tourism</p>	Devauden
P. Jordan	<p>Governance and Law Lead Officers – Matthew Gatehouse, Matthew Phillips, Ian Saunders</p> <p>Council & Executive decision making; Constitution review and implementation of change; Law, Ethics & Standards; Audit and Regulatory WAO Relations Support for Elected Members Democracy promotion & citizen engagement Whole Authority Performance; Whole Authority Service Planning & Evaluation Community Hubs and Contact Centre Community Learning Tourist Information / Museums / Theatre / Attractions</p>		Cantref
R. John	<p>Children & Young People and MonLife Lead Officers – Will McLean, Ian Saunders Support Officers – Nikki Wellington, Sharon Randall-Smith, Richard Simpkins</p> <p>Early Years Education</p>	<p>Joint Education Group (EAS) WJEC</p>	Mitchel Troy

	<p>All Age Statutory Education Additional Learning Needs; School Inclusion Post 16 entitlement / offer</p> <p>School standards and Improvement; Education Achievement Service Commissioning Coleg Gwent and University liaison. Leisure / Sport Outdoor education / Duke of Edinburgh Active Travel Countryside / Biodiversity</p>		
P. Jones	<p>Social Care, Safeguarding & Health Lead Officer – Julie Boothroyd Support Officers – Eve Parkinson, Jane Rodgers</p> <p>Children’s Services Fostering & Adoption; Youth Offending Service; Adults Services Whole Authority Safeguarding (children & adults); Disabilities; Mental Health; Health liaison.</p>		Raglan
P. Murphy	<p>Whole Authority Resources Lead Officer – Peter Davies, Frances O’Brien Support Officers – Deb Hill-Howells, Sian Hayward, Tracey Harry, Mark Howcroft</p> <p>Finance; Information technology (SRS); Digital Programme Office Human Resources; Health & Safety; Emergency Planning; Procurement; Land & Buildings (inc. Estate, Cemeteries, Allotments, Farms); Vehicle Fleet / Passenger Transport Unit Property maintenance; Facilities Management (inc. Building Cleaning and Catering all ages)</p>	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
J. Pratt	<p>Infrastructure and Neighbourhood Services Lead Officer – Frances O’Brien Support Officers – Roger Hoggins, Carl Touhig, Nigel Leaworthy</p> <p>County Roads / Pavements South Wales Trunk Road Agency</p>	SEWTA Prosiect Gwyrdd	Goytre Fawr

	<p>Highways Maintenance, Transport, Traffic & Network Management, Car Parks / Illegal Parking Enforcement Whole Authority De-carbonisation Plastic Free Monmouthshire Waste / Recycling / Cleansing Grounds Maintenance Parks & Open Spaces/ Public Conveniences Flood Prevention / Management / SUDs</p>		
S. Jones	<p>Social Justice & Community Development Lead Officer – Frances O’Brien Support Officers – Cath Fallon, David Jones, Ian Bakewell</p> <p>Rural Deprivation / Isolation; Digital Deprivation Poverty / Disadvantage Homelessness; Supporting People Community Safety / Equality / Protected Characteristics Public Relations; / Communications / Marketing Trading Standards / Environmental Health; Licensing; Registrars</p>		Llanover

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

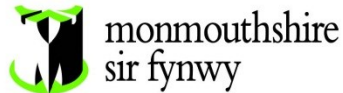
Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer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

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SUBJECT:	COUNTRYSIDE SITES S106 CONTRIBUTIONS
MEETING:	CABINET
DATE TO BE CONSIDERED:	4th SEPTEMBER 2019
WARDS AFFECTED:	CALDICOT, CHEPSTOW, MILL, THE ELMS and LLANELLY HILL

1. PURPOSE

- 1.1 To recommend to full Council the inclusion of capital funding in the 2019/20 Capital Budget;
- 1.2 To recommend the utilisation of accumulated S106 balances to a number of countryside/green infrastructure projects in the county.

2. RECOMMENDATIONS that

- 2.1 Council agrees to a budget of £21,689 being created in 2019/20 to fund the following projects and that this is funded by a corresponding contribution from the Section 106 balances held by the County Council from the Section 106 Agreements in relation to the following developments:

Finance Code	Site	Contribution £
N588	AB Inbev Brewery Site, Magor	5,000
N585	Raglan Services Site A449	1,968
N582	Little Mill Sawmill Site	2,329
N464	Warrenslade Wood, Chepstow	12,392
	Total	£21,689

- 2.2 the above funding be allocated to the following projects:

Project	Amount
1. Magor walking routes, access and promotion	5,000
2. Caldicot Castle Management Plan implementation	4,297
3. Warrenslade Woodland Management	12,392

- 2.3 the unallocated balance of £23,020 from the Cae Meldon development in Gilwern, under capital budget code 98881 be used to part fund the Clydach Ironworks Improvement Scheme.

3. KEY ISSUES

- 3.1 There are a number of Section 106 green infrastructure contributions that have been accumulated in recent years (2014-2017) that need to be spent.
- 3.2 Below are details of the projects included in recommendation 2.2 above:
 - 3.2.1 Magor Walking Routes – this is a partnership project for access improvements to walking routes in the Magor area and to fund better promotion of the routes.

If members agree the recommendation, this £5,000 S106 funding will be used to match contributions from the Living Levels Programme (£5,000 - £6,000) and from Magor with Undy Community Council (£1,000+). This will include the review and confirmation of the existing six promoted routes following recent developments in the area, the supply and installation of new notice boards and display cases, redesign and printing of new leaflets, design, supply and installation of waymarking discs. Any remaining funding will be used to upgrade furniture along the routes of these Public Rights of Way.

- 3.2.2 Caldicot Castle Country Park Management Plan – a management plan was drawn up in 2017/18. One of its main priorities is to carry out biodiversity enhancements in the country park. As there is no dedicated budget to implement these works, it is intended to consolidate a number of small scale ecological compensation payments from other sites and use them to fund works in the country park. The payments received from the Raglan Services and Little Mill sites were received in 2014 and 2015 respectively and, although there is no “spend by” date specified in either case, the value of these contributions diminishes with the passage of time.
- 3.2.3 Warrenslade Wood, Chepstow – this contribution was received prior to 2014, specifically to carry out works at Warrenslade Wood, which is in the ownership of the County Council. A tree assessment and a biodiversity study were undertaken in 2018. The funding will be used to carry out a range of woodland management works, all of which are included in the Green Infrastructure Management Plan for the site. These are not listed here for the sake of brevity but a breakdown of the works proposed is available upon request should any member require a copy.

Clydach Ironworks Site

- 3.3 The proposal in Llanelly Hill is the delivery of a primary hub location at the Clydach Ironworks site, which the county council owns and manages. The site forms the juxtaposition between Monmouthshire County Council, the Brecon Beacons National Park and Blaenau Gwent County Borough Council. It is a scheduled ancient monument and a Landscape of Special Historic Interest and it forms a buffer to the Blaenavon World Heritage Site. The site has been impacted significantly by the A465 Heads of the Valley duelling project, with part of the site (which formed the council’s caravan and camping site) lost under the new roadworks.
- 3.4 The site is part owned by Monmouthshire County Council (MCC) and part occupied by Costain (acquired from MCC to deliver the roadworks scheme and proposed to be transferred back to the county council on completion of the duelling works. The transfer of an additional area of land (known as the old Cemex site) has now been completed. This land sits next to the ironworks and will allow the council to consolidate the entrance to the ironworks, creating a better access and a more versatile recreational opportunity.

- 3.5 The proposed works will:
- consolidate and rationalise car parking provision, with a new picnic area and landscape setting with native woodland planting;
 - landscape the former industrial features of the Cemex site and re-profile the area in front of the ironworks so as to improve a continuous and improved landscape setting for the ironworks, creating a new visitor access, a performance area, a picnic area and an area for additional vehicle use/occasional parking;
 - reconfigure existing and add new signage and visitor interpretation – all signage to embrace the Blaenavon World Heritage Site branding requirements.

Plans of the site are included at **Appendices A and B**, including a concept plan and a plan showing the extent of the scheduled ancient monument.

- 3.6 The overall cost of the works is £160,000 - the remaining £136,980 is mainly funded by a Welsh Government Tourism Amenity Investment Support (TAIS) grant of £128,000, a capital fund set up under the Rural Communities – Rural Development Programme 2014-2020. The balance will be met from existing site maintenance budgets.

4.0 OPTIONS APPRAISAL

The options are to:

1. take no action and return the respective contributions to the developer with no additional community provision;
2. allocate the funding to the four projects set out in this report;
3. allocate the funding on a different basis.

The respective local members and the relevant town and community councils have been advised of the proposals.

5. EVALUATION CRITERIA

Please see evaluation criteria set out in **Appendix C**.

6. REASONS

- 6.1 To ensure that funding is available in the capital budget to enable the identified projects to be progressed the current financial year;
- 6.2 To ensure the Section 106 funding received from the developers is used effectively to enhance community recreation provision in the Chepstow, Caldicot, Magor with Undy and Clydach areas.

7. RESOURCE IMPLICATIONS

- 7.1 The S106 capital funding identified in this report has been received to improve community recreation facilities in the local area, so the works proposed will not impact on existing capital or revenue budgets.
- 7.2 If the recommendations are agreed, work on the four projects will be carried out in 2019/20.

8. WELL BEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING & CORPORATE PARENTING)

See attached at **Appendix D**.

9. CONSULTEES

Cabinet Members	Local Members
Section 106 Working Group	Senior Leadership Team
Town and Community Councils	
Assistant Head of Finance/Deputy S151 Officer	

10. BACKGROUND PAPERS:

- S106 Agreement dated 23rd July 2013 between MCC, Charles Church Developments Ltd, two private individuals, Grange Mill Developments and Beazer Homes Ltd relating to land at Little Mill;
- S106 Agreement dated 2nd October 2014 between Brecon Beacons National Park, MCC, three private individuals, Persimmon Homes Ltd and Dwr Cymru Welsh Water relating to land at Cae Meldon Gilwern

11. CO-AUTHORS

Colette Bosley, Green Infrastructure Manager

Tel: 01633 644852 Email: colettebosley@monmouthshire.gov.uk

Mike Moran, Community Infrastructure Coordinator

Tel: 07894 573834 Email: mikemoran@mmonmouthshire.gov.uk





Report to Cabinet on 4th September 2019 – Countryside Sites S106 Funding

Evaluation Criteria

Title of Report:	Countryside SitesS106 Funding
Date decision was made:	4th September 2019
Report Author:	Mike Moran, Community Infrastructure Coordinator

What will happen as a result of this decision being approved by Cabinet or Council?
What is the desired outcome of the decision? What effect will the decision have on the public/officers?
The allocation of funding for improved countryside and green infrastructure provision in Chepstow, Caldicot, Magor with Undy and Clydach Better enjoyment of countryside and community recreation facilities by residents in the local areas concerned. 2 year appraisal

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?
Think about what you will use to assess whether the decision has had a positive or negative effect: Has there been an increase/decrease in the number of users Has the level of service to the customer changed and how will you know If decision is to restructure departments, has there been any effect on the team (e.g. increase in sick leave)
Successful completion of the projects that are allocated capital funding from the S106 sources identifies in the report. Positive feedback is received from adults, children & families that use the improved facilities at the sites in question. 2 year appraisal

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?
Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.
The total budget for the four projects is £197,392 of which £44,709 is S106 funding – costs will be measured against the overall budget.



monmouthshire
sir fynwy

Future Generations Evaluation
(includes Equalities and Sustainability Impact Assessments)

Name of the Officer: Mike Moran Phone no: 07894 573834 E-mail: mikemoran@monmouthshire.gov.uk	Decision on inclusion of funding in 2019/20 capital budget Decision on funding allocations from Section 106 balances
Name of Service: Enterprise	Date completed: 20 th August 2019

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



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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Positive - the projects will be funded from S106 balances provided by developers of residential and commercial sites in the county, so there is no call on the Council's core capital budget.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive – the sites involved are important community spaces - the projects will involve landscape improvements and biodiversity enhancements, making the most of the natural environment.</p>	
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive - the proposals in this report will make a positive contribution towards the improvement of peoples’ physical and mental well-being. In addition to their natural landscape value, the sites are well used informal recreation areas.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>The proposals will contribute to the safety and cohesiveness of the local communities in which they are located and will lead to better connectivity with other public open spaces.</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The availability of good quality and accessible open spaces in the local community means that local people do not have to travel to other areas by car or by public transport, thereby contributing to a reduction in harmful nitrogen dioxide emissions</p>	
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>All signage and literature provided as a result of these proposals will be produced bilingually and the improvements proposed will encourage more participation in outdoor recreational activities.</p>	<p>Continue to encourage the use of the Welsh language in on-site signage – bilingual noticeboards will promote the Welsh language and encourage Welsh language speakers to use the sites.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The improvements will encourage improved access for and participation by disabled people and people with other support needs – also by all sections of the community regardless of their background or ability</p>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The sustainability of the sites has been assessed and officers are confident that the investments proposed will be sustainable in the longer term.</p>	<p>Funding is proposed from existing S106 balances to cover the cost of the works proposed.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The project involves working closely with other parties and user groups to deliver improved facilities and better access for to the natural environment.</p>	

<p>Sustainable Development Principle</p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The views of Cabinet members, local county council members, the community councils and user groups have been sought and they are supportive of the recommendations in the report.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The projects involve the enhancement of facilities, as per the intention of the Section 106 Agreements from where the funding has arisen. Problem prevention is not the basis upon which the funding has been given but investing in the improvement of existing facilities will help to prevent problems occurring.</p>	
 <p>Integration Considering impact on all wellbeing goals together and on other bodies</p>	<p>The projects will have a positive impact on the health & well-being of people living in the areas covered by the report's recommendations.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	No employment/training issues identified but some of the work will be carried out by community volunteers working under supervision. The proposals will benefit residents of all ages living in the local areas	There may be some restrictions on access at some of the sites, but this will be for a temporary period whilst the works are carried out - and the longer term benefits will far outweigh any short term disruption	Continue to consider the needs of people with protected characteristics when formulating proposals.
Disability	The improvements proposed will be designed to be accessible to people with disabilities/mobility issues wherever possible		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	The sites will be designed for ease of access with pushchairs and wheelchairs		
Race	Neutral		
Religion or Belief	Neutral		
Sex	The projects that are the subject of this report are of equal benefit to both males and females		
Sexual Orientation	Neutral		
Welsh Language	Neutral	Although the recommendation is considered to be neutral it does nothing specifically to promote the use of the Welsh language, other than the use of bilingual signage and literature	It may be possible in the future to encourage applications that actively promote the Welsh language

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Positive: all of the proposals are designed to increase participation by local people, irrespective of their backgrounds		
Corporate Parenting	Neutral		

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

- Local population figures taken from the 2011 Census data, updated
- Site usage data and feedback from local managers and user groups

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

Positive Impacts

- The proposals comply with the statutory tests relating to Section 106 funding
- The schemes will have a positive impact upon the health and well-being of local residents
- People with protected characteristics will benefit from the improvement projects

Negative Impacts

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

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

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Include the works proposed in forthcoming work programmes	Following the decision of Cabinet and over the next 12-18 months	Colette Bosley, Green Infrastructure Manager	To be reported

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

The impacts of this proposal will be evaluated in: September 2021	To be reported to the Section 106 Working Group
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	S106 funding balances accrued over a number of years	2014 - 2019	
2	Consultation with community councils	Ongoing through 2019	Recommendations formulated at this stage
3	Consultation with Cabinet and Senior Leadership	August 2019	No amendments made at this stage
4	MCC Cabinet Meeting	4 th September 2019	Decision sought on allocation of funding and on the inclusion of funding in the 2019/20 capital budget



Historic weir and pool



Remnants of slag



Ironworks



Smart's bridge



Outdoor theatre / talks



Picnic areas



'Kickabout' area



Camping opportunities



New signage



New beech hedge

* Habitat extends existing broken concrete mounds
 ** Guelder rose
 Honeysuckle
 Dogwood
 Spindle
 Dog Rose

Refer dwg no 545.05 and 545.06 for sections

		Client: Monmouthshire CC	
UPPER BRECHFA LLANDEFALLE BRECON POWYS LD3 0NG Tel. 01874 754066 Email: mike@hairelandscapeconsultants.co.uk Website: hairelandscapeconsultants.co.uk		Project name: Clydach Gateway Drawing title: Sketch Plan (Whole Site)	
Drawing no: NTS@A3 Date: October '18 Scale:	Drawn by:	Checked by:	Drawing no: 545.05

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SUBJECT:	DIGITAL INFRASTRUCTURE ACTION PLAN
MEETING:	CABINET
DATE:	4TH SEPTEMBER 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

To consider the approval of the draft Digital Infrastructure Action Plan (Appendix A).

2. RECOMMENDATIONS:

2.1 For Cabinet to approve the attached Digital Infrastructure Action Plan and in doing so to also approve the following recommendations i.e. that the Council will:

1. Take a policy position to proactively encourage broadband providers to install full fibre broadband infrastructure in the County;
2. Establish a Strategic Broadband Working Group to ensure a proactive approach is taken in ensuring all necessary internal Council processes are expedited to enable broadband providers to move at speed;.
3. Consider commercial loans to companies wishing to progress digital infrastructure projects within the county that will address digital deprivation issues; and
4. Fully consider any opportunities to engage with funding opportunities to install 5G and LoRaWAN infrastructure within the County where there is a basis of evidence of need, opening up the County as a regional testbed and pathfinder for the variety of applications likely to be developed as a result.

3. KEY ISSUES:

3.1 Monmouthshire County Council and Monmouthshire's residents feel that the delivery of the Superfast Cymru programme in Monmouthshire has not been seen as a priority area for Welsh Government and BT. This is due to the sparsity of the population, the rurality of the landscape, the difficulty of the topography and subsequently the limited commercial viability of the county's deep rural areas.

3.2 The current situational analysis of Superfast Broadband Next Generation Access (NGA) coverage in the Cardiff Capital Region (CCR), undertaken prior to the Superfast Cymru Phase 2 (SFC2) Procurement, paints a stark picture. Monmouthshire has a distinct lack of coverage when compared with the other nine Local Authority partners in the CCR, as detailed in Table One that follows. Currently digital deprivation rates stand at 12.5% (approximately 8,000 premises) in Monmouthshire, in comparison to 3-4% in other CCR local authority areas. The current data is based on an Open Market Review exercise undertaken by Welsh Government in 2017, to inform the SFC2 procurement. However figures may change following the current Open Market Review which will complete in August 2019, when the market will be in a position to respond to more accurate and up to date information.

3.3 One of the core strategic objectives of the Council is 'Supporting enterprise, entrepreneurship and job creation'. The Council wishes to capitalise on the provision of a high speed, first class digital infrastructure, in order to deliver economic growth, wealth

creation and increased productivity and GVA for the county and the country. In addition, the Council's own Digital Strategy recognises that the digital landscape is constantly changing, customers are becoming more digitally savvy and there is therefore a need to make digital access to services easy so staff can free up time to release cashable savings. However without a robust digital infrastructure in place, progress in achieving these ambitions will be slow. This is a frustration, given the importance of public service delivery in a challenging rural environment, already struggling with poor public transport and the resultant higher proportionate costs of delivering services e.g. social care.

3.4 When comparing the ambition of the Council, the current NGA coverage and the anecdotal evidence received by Officers and Members alike, the following concerns can be drawn:

- Evidence of digital businesses struggling to deliver a high quality service due to poor connectivity;
- Evidence of home owners struggling to sell their homes due to poor connectivity;
- Evidence of students being unable to undertake their studies effectively due to poor connectivity;
- Delays in digitisation of council services due to capability of current connectivity and limited access available leading to increasing service costs at a time of austerity.

Table One: NGA coverage in the Cardiff Capital Region

Local Authority	NGA Coverage	% NGA White	NGA White Premises
BLAENAU GWENT	96.7%	3.26%	1,175
BRIDGEND	95.6%	4.41%	3,002
CAERPHILLY	95.2%	4.76%	4,002
CARDIFF	98.9%	1.14%	1,935
MERTHYR TYDFIL	96.8%	3.17%	925
MONMOUTHSHIRE	87.4%	12.56%	5,898
NEWPORT	98.0%	2.00%	1,480
RHONDDA CYNON TAFF	96.4%	3.58%	4,252
TORFAEN	96.4%	3.61%	1,615
VALE OF GLAMORGAN	96.1%	3.95%	2,453
TOTAL	96.4%	3.64%	26,737

3.5 In addition to local concerns the lack of NGA coverage also highlights wider strategic concerns:

- Monmouthshire is **strategically located** within the CCR as a key gateway into Wales from the economic power engines of the South West and the West Midlands accessed via the Severn Bridge, the M4 and the A40/A449;

- The **SFC2 programme was delayed** resulting in the NGA infrastructure delivery having ceased in Monmouthshire in December 2017 and not recommencing until early 2019. Although the tender for the ‘Monmouthshire lot’ has now been awarded to BT, intervention will be limited to circa 1600 properties. Therefore any improvement on the NGA coverage via SFC2 during 2019/2020 will be minimal and any likely improvements in the county will be within our conurbations, leaving deep rural areas in the same situation faced today.
- **Rural Community Development Funding (RCDF)** previously used by the RDP team to draw in funds for Broadband pilots such as TV Whitespace has now been **withdrawn** from WG and the money diverted for environmental projects. Therefore the team currently have no access to broadband infrastructure funds;
- The current **CCR digital objectives are ambitious** and **Monmouthshire’s digital deprivation could thwart their ambitions** which are:
 - To ensure that the CCRCD citizens and businesses have access to world class digital infrastructure to facilitate Social inclusion, Economic development and inward investment through:
 - The creation of extensive Full Fibre Infrastructure across region;
 - Global connectivity - access to international fibre links to drive inward investment from key sectors such as media and finance;
 - Welsh Connectivity - Exploitation of the Cardiff Internet Exchange (IX) and wider connectivity;
 - Community Broadband – Settlement and Individual Property Connectivity;
 - Regional and Community Wi-Fi;
 - Mobile 5G access - Pilot specific locations for 5G, establish PoC and Scale-Up;
 - Sensing the CCRD - Providing a constellation of sensors to provide Smart City information resources;
 - Open Data - Develop a fully Open Data environment

4. **EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):**

- 4.1 The Assessment (Appendix B) demonstrates that the detail contained in the draft Digital Infrastructure Action Plan demonstrates compliance with the well-being five ways of working, supports the well-being goals and associated activities are expected to have a positive impact on all groups and people with protected characteristics.

5. **OPTIONS APPRAISAL**

- 5.1 Table Two in the attached Draft Digital Infrastructure Action Plan (Appendix A) details an analysis of current strategic opportunities, impacts, resource requirements and risks to the Council.
- 5.2 In summary these can be assessed as follows:

- The Local Full Fibre Network funding which has already been approved could benefit 46 anchor sites across the county and upgrade 32 sites to 1gig capability and therefore provide the potential to run spurs to approximately 20% of the 12.56% unconnected premises utilising the Gigabit Voucher Scheme;
- The Trunk Road concession option has an ability to connect communities off the A465; A449/A40 and M4 – addressing approximately a further 20% of the 12.56% unconnected premises;
- Rural Gigabit Connectivity Programme - £200M funding pot from DCMS to adopt a new "outside-in" approach trialling models for local hubs in rural areas, starting with primary schools, alongside a voucher scheme for funding full fibre connectivity to nearby premises, providing full fibre connectivity to homes and businesses. Council Officers are currently awaiting information regarding application process and next steps.
- Rural Connected Communities - DCMS is currently designing a new Rural Connected Communities (RCC) project, with the aim of building the business case for rural mobile connectivity (including 5G) by:
 - Identifying and testing demand-led coverage models;
 - Testing a range of innovative technical solutions and commercial approaches; and
 - Building and proving demand through new 5G use cases.

Council Officers are awaiting further information regarding the application process.

- Commercial Loans to alternative broadband providers or ‘Alt.nets’ – BT’s involvement in the roll out of further broadband infrastructure in the County other than SFC2 is likely to be minimal. Therefore as the commercial viability of broadband infrastructure is more limited than in an urban environment, due to reduced take up rates and more complex civil engineering requirements to install the infrastructure, it is likely that the Council will be approached for commercial loans to provide seed corn funding for the installation programmes.

5.3 The current opportunities available as detailed above, provide options however not all of them are certain. A policy position is therefore required to enable the Council to move at speed to maximise chances of success as they become available.

6. REASONS

6.1 The current digital deprivation rate of 12.5% in Monmouthshire is unacceptable, it puts our communities, businesses and indeed Wales at a severe disadvantage, particularly given Monmouthshire’s proximity to the economic powerhouses of the South West, Gloucestershire and Herefordshire. Therefore there is a strategic imperative to ensure that Monmouthshire has sufficient NGA connectivity to maximise our economic growth and wealth creation capability, and increase our productivity in order to increase the GVA for the county and the country.

6.2 The analysis contained within the Digital Infrastructure Action Plan (Appendix A) provides clear and substantiated recommendations which are summarised as follows:

- I. The Council will take a policy position to proactively encourage BT and Alt.nets to install broadband infrastructure in the County. Ideally this will be a full fibre to the premise solution however ~~Page 22~~ is not commercially viable then alternative

solutions such as wireless will be encouraged. A degree of proportionality between speed and 'want' will need to be considered, which balances the necessity for a business requiring 1Gb connectivity to run their operating systems as opposed to the needs of a rural home or home business where a reduced speed of say 30Mb will be sufficient. Other considerations will include the environmental impact of the deployment of the infrastructure in a county bordered by a national park and an Area of Outstanding Natural Beauty. Favoured solutions will be those that avoid expensive, disruptive, carbon generating civil engineering works.

- II. This policy position would align with the CCR's City Deal Digital Objectives to 'create an extensive Full Fibre Infrastructure across the region' and the UK Government's Future Telecoms Review which promotes 'a full-fibre and 5G future for the UK' and 'recognises the need for both public sector and commercial investment, to deliver the new full-fibre networks that the UK requires to grow and compete in the global digital economy'.
- III. The Council will establish a Strategic Broadband Working Group to ensure a proactive approach is taken in ensuring all necessary internal Council processes are expedited to enable broadband providers to move at speed.
- IV. Through its' Investment Committee, the Council will consider commercial loans to companies wishing to progress digital infrastructure projects within the county that will address digital deprivation issues.
- V. The Council will fully consider any opportunities to engage with funding opportunities to install 5G and LoRaWAN infrastructure within the County, opening up the County as a regional testbed and pathfinder for this emerging cellular network and the variety of applications likely to be developed as a result. However, a conscious note will be made of any changes to legislation regarding any potential health impacts.

7. RESOURCE IMPLICATIONS

- 7.1 The full capital resource implications are as yet unknown as the digital infrastructure interventions required will be different for each community or in fact some individual premises. Further update reports will therefore be presented to Economy and Development Select Committee or to the Council's Investment Committee as opportunities arise.

8. CONSULTEES

- Monmouthshire communities as evidenced in Appendix A of the Digital Infrastructure Action Plan (Appendix A)
- Senior Leadership Team
- Economy and Development Select Committee – 10th April 2019. Full minutes from the meeting can be found [here](#) however conclusions drawn from the meeting are detailed here as follows:
 - It is clear that Monmouthshire is lagging behind with regard to Superfast Cymru broadband provision;
 - There is an issue of deprivation within the County;
 - It is critical for our economic future and the broadband provision gap needs to be closed as quickly as possible;
 - Monmouthshire needs to be enabled. Superfast Cymru 2 is not going to realise remaining capacity. Therefore other options need to be investigated. Monmouthshire County Council needs to be an enabler to provide this service.
 - The need for a dedicated staff resource has been identified to bring this to fruition.

The Committee resolved to support the draft Digital Deprivation Action Plan (now updated and renamed the 'Digital Infrastructure Action Plan') and recommended that the report be presented to Cabinet for adoption.

9. BACKGROUND PAPERS

Appendix A: Draft Digital Infrastructure Action Plan

Appendix B: Future Generations Evaluation

10. AUTHOR:

Cath Fallon, Head of Enterprise and Community Animation

11. CONTACT DETAILS: E-mail: cathfallon@monmouthshire.gov.uk Mob: 07557 190969

Appendix B



Future Generations Evaluation (includes Equalities and Sustainability Impact)

Name of the Officer Cath Fallon Phone no: 07557 190969 E-mail: cathfallon@monmouthshire.gov.uk	Draft Digital Infrastructure Action Plan
Name of Service: Enterprise	Date: Future Generations Evaluation 15 th August 2019

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




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



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Improved broadband infrastructure improves opportunities for education and training via access to on line resources, universities and training courses.	There is a strategic imperative to ensure that Monmouthshire has sufficient NGA connectivity to maximise our economic growth and wealth creation capability, and increase our productivity in order to increase the GVA for the county and the country.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Improved broadband infrastructure can raise awareness of biodiversity and climate change issues and encourage positive participation.	Improved broadband infrastructure can also enable citizens to work from home thus reducing carbon emissions.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Given the move towards tele health care improvements to digital infrastructure presents opportunities for digital healthcare delivery and helps raises awareness of the benefits of physical activity.	Improved digital infrastructure can provide the opportunity to raise awareness of the benefits of physical activity, classes for which can be delivered direct to citizen's homes via the Internet.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Improved broadband access is proven to reduce social isolation and promote independence.	Improved broadband infrastructure is also proven to encourage wider participation in community and voluntary work.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Improved broadband access can raise awareness of these issues and promote positive activity.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Improved broadband access can raise awareness of culture, heritage and the Welsh language and encourage positive participation.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Improved broadband access can enable access to on line learning resources to enable them to fulfill their potential, whatever their background.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The technologies deployed in some circumstances will provide a short term fix e.g. wireless until a longer term solution e.g. Fibre to the Premise can be deployed.</p>	<p>Improved broadband access will ensure that Monmouthshire citizens are able to embrace future technologies and opportunities.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>A partnership approach will be undertaken to ensure the best solution for communities can be found. This is likely to be with Welsh Government and a range of private sector network providers.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Citizens are invited to get involved by participating in local meetings with potential broadband providers or by contacting Monmouthshire Enterprise directly.</p>	<p>Further information can be found here: http://monmouthshire.biz/digital-monmouthshire/for-residents/</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>A situational analysis of Superfast Broadband Next Generation Access (NGA) coverage in the Cardiff Capital Region (CCR), based on the OMR/SAPC undertaken prior to the Superfast Cymru Phase 2 (SFC2) Procurement has been undertaken. This paints a stark picture in terms of the current lack of coverage in Monmouthshire, in comparison to our other nine Local Authority partner.</p>	<p>Additional resources will be deployed to produce a dynamic model indicating current proposed interventions, timescales and premises targeted, leaving those requiring further interventions. Following receipt of the model, potential solutions can be costed and brought forward to the Council's Investment Committee for consideration.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Access to broadband can reduce carbon emissions, rural isolation and rural poverty. It can also provide access to learning which can increase skills and subsequently wealth and overall well-being.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Improved broadband access reduces the barriers to access for people with protected characteristics.	Any negative impacts can be reduced if suitable safeguarding strategies are put in place.	Affordable and accessible broadband solutions will be identified to maximize opportunities for all.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	As per Age Line Above	As per Age Line above	As per Age Line Above. In addition, the proposals will take the needs of the disabled population into consideration during the development phase.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	As per Age Line Above	As per Age Line above	In addition, all signage will be compliant with the Welsh Language (Wales) Measure 2011 as specified in the Standards applied to Monmouthshire

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

<http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire’s Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>During the delivery of the programme of activities, safeguarding will be at the forefront to ensure that any future service delivery promotes the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	As above	As above
Corporate Parenting	<i>During the delivery of this programme of activities the needs of any 'looked after' children will be considered to ensure any future service delivery protects their welfare.</i>	As above	As above

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

The Caldicot Vision document (February 2018) and various stakeholder engagement activities. In addition the CCR Regeneration Plan has been founded upon the following:

- The Wellbeing of Future Generations Act;
- The Social Services and Wellbeing (Wales) Act;
- Prosperity for All;
- Growth & Competitiveness Commission Report Review and Recommendations Page 22;
- Cardiff Capital Region “Powering the Welsh Economy”;
- Equality Act 2010; and
- Welsh Language (Wales) Measure 2011

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

The Assessment demonstrates that the detail contained in the draft Digital Deprivation Action Plan demonstrates compliance with the well-being five ways of working, supports the well-being goals and associated activities are expected to have a positive impact on all groups and people with protected characteristics.

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

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

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

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Scrutiny – Economy and Development Select Committee	10 th April 2019	Action Plan reviewed, updated and renamed Digital Infrastructure Action Plan
2	Cabinet	4 th September 2019	

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Monmouthshire:
**DIGITAL
INFRASTRUCTURE
ACTION PLAN** 2019 - 2022



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MONMOUTHSHIRE: DIGITAL INFRASTRUCTURE ACTION PLAN 2019-2022

1. Monmouthshire’s Digital Infrastructure and Ambitions

1.1 Situational Analysis: What is the problem we are trying to solve?

1.1.1 In August 2018 the UK Government released [The Evaluation of the Economic Impact and Public Value of the Superfast Broadband Programme](#) an independent assessment of the impact the rollout Superfast Broadband had had in its first years (2012-2016). Key findings from the report concluded that:

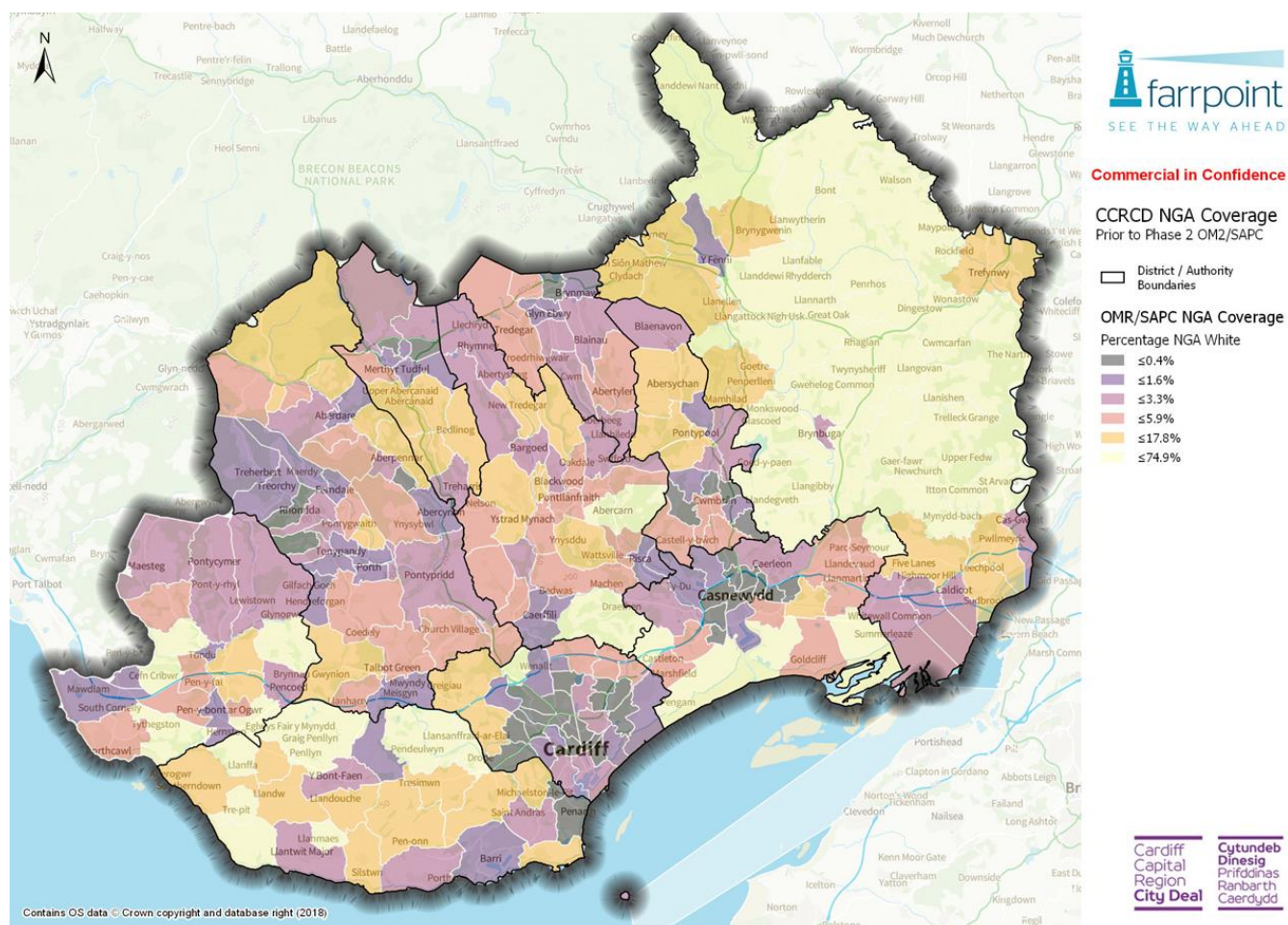
- The Programme had delivered £12.28 benefit for businesses for every £1 invested by the Government and local authorities;
- £9 billion surge in turnover for businesses benefitting from faster connections available;
- £690 million net increase in Gross Value Added to the UK economy;
- A reduction of almost 9000 individuals claiming jobseekers allowance, as well as a reduction in long term claimants by 2,500 in programme areas, accompanied by the creation of 49,000 local jobs;
- Strong indication that high take up rates of Government’s superfast programme have encouraged telecommunications industry to expand their own commercial broadband projects

1.1.2 However, at a local level, Monmouthshire County Council (MCC) and Monmouthshire’s residents feel that the delivery of the Superfast Cymru programme in Monmouthshire has not been seen as a priority area for Welsh Government or BT, their delivery agent. This is due to the sparsity of the population, the rurality of the landscape, the difficulty of the topography and subsequently the limited commercial viability of the county’s deep rural areas. This is evidenced in the current situational analysis of Superfast Broadband Next Generation Access (NGA) coverage in the Cardiff Capital Region (CCR), based on the Open Market Review (OMR/SAPC) undertaken in 2017 prior to the Superfast Cymru Phase 2 (SFC2) Procurement in 2018. The analysis paints a stark picture in terms of the current lack of coverage in Monmouthshire in comparison to our other nine CCR Local Authority partners as detailed in Table One and Map one that follow. Another Open Market Review is currently taking place which will complete in August 2019, following which the market will be in a position to respond to more accurate and up to date information.

Table One: Comparison of NGA coverage among the ten CCR Local Authorities

Local Authority	NGA Coverage	% NGA White	NGA White Premises
BLAENAU GWENT	96.7%	3.26%	1,175
BRIDGEND	95.6%	4.41%	3,002
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VALE OF GLAMORGAN	96.1%	3.95%	2,453
TOTAL	96.4%	3.64%	26,737

Map One: Comparison of NGA coverage among the ten CCR Local Authorities



1.1.3 As a Council, we recognise that our innovation businesses have tremendous growth potential given that many are strategically located along the M4 corridor and are set to benefit from the abolition of the Severn Bridge tolls and subsequent influx of new business opportunities and inward population migration.

1.1.4 As one of the core strategic objectives of the Council is *'Supporting enterprise, entrepreneurship and job creation'* the Council wishes to capitalise on the provision of a high speed, first class digital infrastructure, alongside our ambition for a tailored skills package in order to deliver economic growth, wealth creation and increased productivity and GVA for the county and the country.

1.1.5 The ambition of the Council from its own digital perspective is made clear in its Digital Strategy which is based on seven key themes:

- **Building a Digitally Skilled and Enabled Workforce** – to enable staff to do their jobs in a digital world;
- **Digital Customer Services** – designing simple services accessible via numerous digital devices;
- **Business Digital Capacity and Automation** – improved efficiency through automation and digital design;
- **Technology** – having the right tools to do the job;

- **Data and Evidence** – data with integrity to enable efficient decision making;
- **Digital Platforms and Standards** – interconnected digital platforms to enable access at speed;
- **Protecting our Digital Assets and Security** – Enabling access without compromising security.

The digital imperative for the Authority is clear, the digital landscape is constantly changing, our customers are becoming more digitally savvy and we need to make digital access to our services easy so we can free up staff time and release cashable savings. Having also declared a Climate Change emergency we need to digitise our services to reduce the environmental impact upon our natural resources however without a robust digital infrastructure in place, progress in achieving these ambitions will be slow. This is a frustration, given the importance of public service delivery in a challenging rural environment already struggling with poor public transport and the resultant higher proportionate costs of delivering services e.g. social care.

1.2 Resident's Concerns drawn from the Situational Analysis

When comparing the ambition of the Council, the current NGA coverage and anecdotal evidence from residents received by Officers and Members alike (Appendix A), the following concerns can be drawn, indicating evidence of:

- Clear pockets of digital deprivation evidenced through independent CCR analysis and regular correspondence received from disgruntled residents who are receiving a service below 2MG;
- Digital businesses struggling to deliver a high quality service due to poor connectivity;
- Students being unable to undertake their studies effectively due to poor connectivity;
- Home owners struggling to sell their homes due to poor connectivity; and
- Delays in digitisation of council services due to the capability of current connectivity and limited access leading to increasing service costs at a time of austerity.

1.3 Wider Strategic Concerns

In addition to local concerns the current lack of NGA coverage also highlights additional wider strategic concerns:

- Monmouthshire is **strategically located** within the CCR as a key gateway into Wales from the economic power engines of the South West and the West Midlands accessed via the Severn Bridge, the M4 and the A40/A449;
- **The SFC2 programme was delayed** resulting in the NGA infrastructure delivery having ceased in Monmouthshire in December 2017 and not recommencing until early 2019. Although the tender for the 'Monmouthshire lot' has now been awarded to BT, intervention will be limited to circa 1580 properties, all by fibre to the premise service. Therefore any improvement on the NGA coverage via SFC2 during 2019/2020 will be minimal and any likely improvements in the county will be within our conurbations, leaving deep rural areas in the same situation faced today;
- **Rural Community Development Funding (RCDF)** previously used by the Council's Rural Development Programme team to draw in funds for Broadband pilots such as TV Whitespace **has now been withdrawn** from WG and the money diverted for environmental projects. Fortunately, MCC has had its last grant application approved enabling an estimated 500 premises to be connected. Thereafter the team have no access to broadband infrastructure funds;
- The current **CCR digital objectives are ambitious** and **Monmouthshire's digital deprivation could stymie their ambitions** which are:

- To ensure that the CCR citizens and businesses have access to world class digital infrastructure to facilitate Social inclusion, Economic development and inward investment by:
 - The creation of extensive Full Fibre Infrastructure across region;
 - Global connectivity - access to international fibre links to drive inward investment from key sectors such as media and finance;
 - Welsh Connectivity - Exploitation of the Cardiff Internet Exchange (IX) and wider connectivity;
 - Community Broadband – Settlement and Individual Property Connectivity;
 - Regional and Community Wi-Fi;
 - Mobile 5G access - Pilot specific locations for 5G, establish PoC and Scale-Up;
 - Sensing the CCRD - Providing a constellation of sensors to provide Smart City information resources;
 - Open Data - Develop a fully Open Data environment
- The **Welsh economy is less productive than the rest of UK**, accounting for only 3.4% of the UK's GVA however **Monmouthshire**:
 - **Is the second most competitive authority in Wales** - UK Competitiveness Index (Cardiff = 1st);
 - Has the **third highest productivity in Wales** (Gross Value Added) = £20,684 per job (with Newport) (Cardiff & Vale =1st, Flintshire & Wrexham = 2nd);
 - Has the **highest rate of active businesses in Wales** - 750 per 10,000 popln;
 - Has the **highest rate of business births** (starts) in Wales - 83 per 10,000 popln;

We therefore need to ensure that Monmouthshire has sufficient NGA connectivity to maximise our economic growth and wealth creation capability, and increase our productivity in order to increase the GVA for the county and the country.

2. Wider Strategic Context

2.1 Superfast Broadband Exploitation Advisory Panel

Since its inception in 2016, the Council has been one of three Local Authorities representing the views of the public sector on the Superfast Broadband Exploitation Advisory Panel. The Panel oversees the delivery of the Superfast Business Wales programme which seeks to improve the digital maturity of companies across Wales and to date has:

- received over **7000 enquiries** from businesses that would like digital support;
- put on **625 workshops and events**, and delivered over 30,000 hours of help for businesses; and
- have worked with over **3,500 businesses** to give them digital fitness.

Details of how companies have embedded digital technologies into their working practices can be found here - [case studies](#). The Advisory Panel helps the Welsh Government shape the programme of support it delivers to help businesses make the most of superfast broadband. Acting as a critical friend, the panel draws on huge industry experience to guide Superfast Business Wales and hold Welsh Government accountable for delivering real value, helping businesses to adopt online technology so together they can drive profits for Welsh firms, jobs for Welsh people and increase the productivity in Wales. The Panel also provides the Council with a useful opportunity to network with ICT and broadband infrastructure companies and influence the type of support that is delivered to businesses whilst promoting the opportunities to Monmouthshire businesses. However, currently the Superfast Broadband programme has only reached 7% of Wales' businesses, demonstrating there is much more work to do.

2.2 Digital Skills

Although access to digital infrastructure is vital building digital skills amongst residents is equally important to ensure residents can maximise opportunities once they have a digital connection. To address this, the Council's Community Education Team offer a range of courses to help people improve their ICT skills in the Hubs in Caldicot, Abergavenny, Usk, Chepstow and Monmouth. These courses range from weekly classes, to one day workshop ranging from beginners classes to Website design. The courses are generally accredited essential skills ICT classes that run for the academic year (36 weeks) whereby people can join anytime, apart from the one day workshops such as the iPad and Tablet workshops. Additional opportunities include Job Clubs where people can drop in for support whether it's for help to send emails, search for jobs online or write CVs etc. as well as literacy skills, confidence building and interview skills. Job Clubs also act as a stepping stone to enable low level or unconfident learners to gain the confidence to enable them to join further essential skills class. The Hubs also run more informal 'Tea and Tech' sessions to help residents who want to make the most of their smartphone/tablet/laptop by bringing their device along for a free 'problem solving' drop in sessions.

2.3 Wales Rural Broadband Task Force

MCC is one of ten Welsh Local Authorities, invited to join the Welsh Government's Wales Rural Broadband Task Force. The group is set to have its inaugural meeting in September 2019, the purpose of which is:

- to identify immediate solutions to broadband coverage deficits;
- to identify and recommend practical actions that can be taken in the short-term to improve broadband access to the remaining white premises in Wales in consultation with Government Departments, Local Authorities and other key stakeholders;
- to consult and engage with the telecoms industry in order to identify and address barriers to infrastructure and service deployment;
- to identify solutions which can be implemented in the short, medium and long term; and
- to assist and inform future procurement routes and interventions.

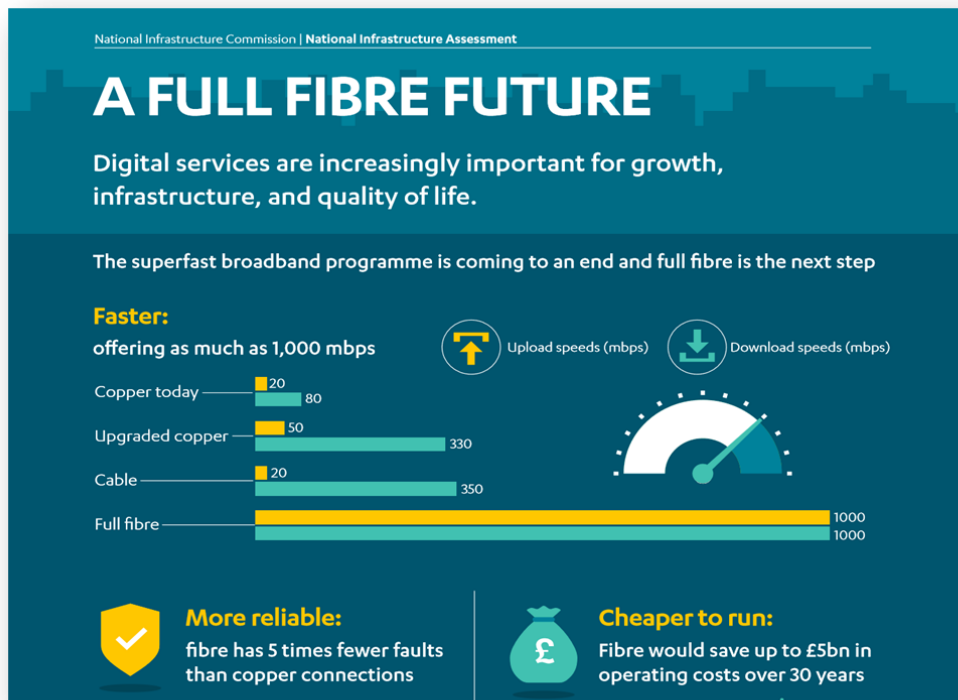
3. The Future of Broadband and Connectivity Applications

3.1 Future Telecoms Review

In July 2018 the UK Government published the [Futures Telecoms Review](#) which identified that the UK was lagging far behind its international competitors in deploying full-fibre gigabit capable networks. The Review promotes a full-fibre and 5G future for the UK and recognises the need for both public sector and commercial investment to deliver the new full-fibre networks that the UK requires to grow and compete in the global digital economy.

- 3.1.2 The Review also cites the July 2018 National Infrastructure report which has a key chapter on [Digital Society](#). Figure One that follows, extracted from this chapter, reveals the significant difference in upload and download speeds that are achievable from full-fibre connections (as opposed to the current predominately copper-based solutions as utilised by BT and Openreach). The Review proposes a switch off date for the existing copper networks of 2025 making the existing Superfast Broadband Services potentially redundant within 7 years, however, a more likely switch off date is 2033. The switch off date has implications for rural communities like Monmouthshire who receive a Whitespace or Wireless broadband connection as their connection speed options are likely to fall far below the future basic standard of full-fibre connectivity. In addition, the full potential of 5G connectivity is fully reliant on connecting to full-fibre networks. The connectivity technology and the current lack of full fibre infrastructure for it to connect into will therefore need to be a consideration for the Council when assessing opportunities moving forward.

Figure One: A Full Fibre Future



3.2 5G Connectivity

5G or Fifth Generation wireless is the latest development in cellular technology and is being designed to greatly increase the speed and responsiveness of the wireless network, enabling a significant increase in the amount of data being transmitted due to increased bandwidth and advanced antenna technology.

The much improved network will enable wireless network connections to support services that need to respond in real time, from connected and autonomous vehicles i.e. self-driving cars to smart connected home products such as remotely controlled central heating, lighting, etc. all of which use secure, data only connections via the Internet of things (IoT). 5G networks and services will be deployed over the coming years to accommodate the increasing reliance on mobile and internet-enabled devices and as a result will generate a huge variety of new applications and uses as the technology is rolled out for example, Agri-tech, Med tech, etc.

Concerns have been expressed, since the launch of 2G, that harnessing millimetre wave (mmWave) spectrum for faster data speeds poses adverse health effects for the public - 5G particularly as it uses very high frequency spectrum. Anxiety is centred round whether radiofrequency radiation can increase the risk of cancerous tumours however this remains unproven and Government currently believes that the safety limits remain acceptable.

3.3 Internet of Things and LoRaWAN

The Internet of Things (IoT) is a generic term for sensors that can measure parameters from the environment around them, and report these measurements back to an action point. The variety of sensors is increasing at a very high rate, for many different applications. These sensors relay very small packets of data, at predetermined intervals of time. As the quantities of data are small, the battery life on these devices can last for many years, so installation costs tend to be very low. They are ideal in situations where mains power is either difficult to access, or is not available at all.

The signals that the devices send can be picked up on a number of different network types, but are ideally suited for low power wide area networks (LPWANS). There are a number of these LPWAN standards, of which the most popular currently is LoRaWAN (long range wireless access network).

Due to the low power, and the fact that these networks operate on the same unlicensed frequencies as WiFi (2.4 and 5Ghz), LoRaWAN gateways (base stations) have a long range of many kilometres. Each gateway needs access to the internet, however, because of the small size of the data packets, internet connections can be through 2G, 3G, 4G, 5G or fixed broadband services. This makes them ideal where generally fixed or mobile broadband coverage is poor. It has been estimated that Monmouthshire as a whole would require approximately 50 gateways to obtain full coverage.

The current costs of gateways is circa £1k each, and the cost of sensors an average of £20 plus Installation costs. The IoT and associated LoRaWAN networks have the ability to make the vulnerable safer e.g. devices that register the front doors of dementia patients opening in the early hours; keep energy costs lower e.g. the remote control of temperature sensors; and reduce pollution e.g. by monitoring carbon dioxide levels in towns – ultimately improving the Council’s ability to reduce operating costs whilst also supporting our individuals, towns and communities.

4. **Next Steps**

- 4.1 In order to address Monmouthshire’s current digital deprivation rate of 12.5% (approximately 8,000 premises) as detailed, the Council will need to take a policy position that proactively encourages BT and alternative broadband providers or Alt.nets to install broadband infrastructure in the County. This would be line with the CCR’s City Deal Digital Strategy which advocates ‘the creation of an extensive Full Fibre Infrastructure across region and UK Government’s Future Telecoms Review which promotes a full-fibre and 5G future for the UK and recognises the need for both public sector and commercial investment to deliver the new full-fibre networks that the UK requires to grow and compete in the global digital economy. Ideally this policy position would advocate a full fibre to the premise (FFTP) solution to ensure consistency and quality of broadband signal however where this is not commercially viable e.g. remote rural farms, then the Council will need to encourage alternative solutions such as wireless. A degree of proportionality between speed and ‘want’ will need to be considered, which balances the necessity for a business requiring 1Gb connectivity to run their operating systems as opposed to the needs of a rural home or home business where a reduced speed of say 30Mb will be sufficient. Other considerations will include the environmental impact of the deployment of the infrastructure, in a county bordered by a national park and an Area of Outstanding Natural Beauty. Favoured solutions will be those that avoid expensive, disruptive, carbon generating civil engineering works.
- 4.2 This proactive policy position will require buy in from a whole range of services across the Council to include Planning, Highways, Economic Development, Rural Development, Estates and Legal. It is therefore proposed that a Strategic Broadband Working Group is established to ensure necessary processes are expedited to enable broadband providers to move at speed.
- 4.3 It is also likely that, as this is still an emerging field, some of the Alt.nets may require seed corn loan funding to progress opportunities within the county to address digitally deprived areas. It is therefore proposed that these loan proposals will be put to the Council’s Investment Committee for consideration.
- 4.4 In order to ensure that the county takes full advantage of the emerging 5G cellular technology it is also proposed that the Council fully considers any opportunities to engage with funding opportunities to install 5G and LoRaWAN infrastructure within the County. By opening up the County as a regional testbed and pathfinder for this emerging technology, we also open up opportunities for

businesses and residents to benefit from the variety of applications that will be developed as a result. This is likely to have a beneficial impact within the agricultural sector through Agri Tech developments such as animal sensors, farm security, crop monitoring, etc. and also for our ageing population in the development of Med Tech to assist with dementia, health monitoring, etc. which will also complement the Council's ambition for the recently established Monmouthshire Med Tech.

- 4.5 Table Two below lists a number of opportunities currently open to the Council. As each of these opportunities is developed, proposals will be put forward to the Strategic Broadband Working Group and as necessary, to the Council's Investment Committee for commercial loan consideration. To ensure that actions are monitored and evaluated it is proposed that an update of the Action Plan is presented to the Economy and Development Select Committee on a six monthly basis.

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Table Two: Current Opportunities August 2019			
Opportunity	Resources	Impact	Risk
<p>Local Full Fibre Network: £6M secured from DCMS & £4M contribution from LA's. To avoid any state aid issues, the funds from DCMS will be used to supply a minimum of 1Gb/s fibre to a number of local authority owned assets.</p>	<ul style="list-style-type: none"> MCC match funding contribution to be funded from the release of a portion of Public Sector Broadband Amalgamation (PSBA) revenue payments to BT, which can be capitalised over a 20 year period. Staff resource required to manage the whole process of installation, supplier discussions, highways work, scheduled building works etc. plus Gigabit Broadband Voucher Scheme promotion and application facilitation – further details can be found here 	<ul style="list-style-type: none"> 46 anchor tenancy sites with a minimum of 1 GB/s speed to service both business and citizens within their vicinity via Gigabit Broadband Voucher scheme. Gigabit vouchers can be used by small businesses and the local communities surrounding them to contribute to the installation cost of a gigabit-capable broadband connection. Through the scheme businesses can currently claim up to £2,500 against the cost of a gigabit capable connection either individually or as part of a group project. Residents can claim a voucher worth £500 as part of a group project with a business. For group projects, the Welsh Government will pay up to an additional £3,000 per small to medium-sized business (SME) and an additional £300 per residential property. This means that for group projects up to £5,500 is available per business and up to 	<ul style="list-style-type: none"> Funding now secured however risk is in delivery; No current resource in place to manage programme installation or voucher scheme promotion which could lead to failure to meet the needs of the bid; 20% target of the 12.56% deprivation issue not addressed so wider impact lost; Reputational risk of non-delivery.

		<p>£800 is available per residential property.</p> <ul style="list-style-type: none"> • Part of the application process was to supply details of all SMEs within a radius of either 50M or 200M of the anchor tenancy sites. There are approximately 300 SMEs that fall within these sites in the county, mainly around the larger conurbations. • Potential to address 20% of 12.56% deprivation issue via Voucher Scheme; • 32 additional MCC sites to be upgraded; • Opportunities for communities to benefit e.g. free Wi-Fi to village halls; • Addresses CCR Regional fibre connectivity ambitions; • Enables/Complements WG Trunk Road project. 	
<p>Trunk Road concession option: Opportunity to connect communities off the A465; A449/A40 and M4.</p>	<ul style="list-style-type: none"> • Staff liaison resource required to keep track of project delivery 	<ul style="list-style-type: none"> • Potential to address 20% of 12.56% deprivation issue by taking spurs to local communities from the Trunk Road infrastructure; • Addresses CCR Regional fibre connectivity ambitions; • Enables/Complements WG Trunk Road project. 	<ul style="list-style-type: none"> • No current resource in place to keep track of delivery so may fail to meet all objectives; • 20% target of the 12.56% deprivation issue not addressed so wider impact lost; • Reputational risk of non-delivery and opportunity lost.

<p>Rural Gigabit Connectivity Programme - £200M funding pot from DCMS to adopt a new "outside-in" approach trialling models for local hubs in rural areas, starting with primary schools, alongside a voucher scheme for funding full fibre connectivity to nearby premises, providing full fibre connectivity to homes and businesses. Monmouthshire schools in the worst affected areas are Cross Ash and Pandy</p>	<ul style="list-style-type: none"> • DCMS funding bid to be submitted following clarification of next steps from DCMS; • Staff resource required to manage the whole process of installation, supplier discussions, highways work, scheduled building works etc. Plus Gigabit Broadband Voucher scheme promotion and application facilitation. 	<ul style="list-style-type: none"> • Potential to address 5% of 12.56% deprivation issue by taking spurs to local communities from the schools; • Addresses CCR Regional fibre connectivity ambitions; 	<ul style="list-style-type: none"> • No current resource in place to submit funding application or manage project once approved; • 5% target of the 12.56% deprivation issue not addressed so wider impact lost; • Reputational risk of opportunity lost.
<p>Rural Connected Communities - DCMS is currently designing a new Rural Connected Communities (RCC) project, with the aim of building the business case for rural mobile connectivity (including 5G) by:</p> <ul style="list-style-type: none"> • Identifying and testing demand-led coverage models; • Testing a range of innovative technical solutions and commercial approaches; and • Building and proving demand through new 5G use cases. 	<ul style="list-style-type: none"> • Following release of the funding guidelines which are due in September 2019, MCC is keen to be involved in a partnership funding application for a 5G rural Testbed in the County. • Staff resource will be required in the development of the funding application and delivery of the project should the funding application be successful. 	<ul style="list-style-type: none"> • Potential to address a percentage of the 12.56% through a 5G solution; • Potential for businesses and residents to benefit from the variety of IoT applications that will be developed as a result. 	<ul style="list-style-type: none"> • No current resource in place to submit funding application or manage project once approved; • Potential to target a percentage of the 12.56% deprivation issue will be lost; • Potential to benefit from the development of new IoT applications will be lost.
<p>Commercial Loans to Alt.nets – BT’s involvement in the roll out of further broadband infrastructure in the County other than SFC2 is likely to be minimal. Therefore as the commercial viability of broadband infrastructure is more limited than in an urban</p>	<ul style="list-style-type: none"> • Staff resource will be required in the assessment of the commercial loan applications and in managing the Council’s continuing interests in broadband deployment should the application be successful. 	<ul style="list-style-type: none"> • Potential to address a percentage of the 12.56% through a 5G solution; 	<ul style="list-style-type: none"> • Risk of loan not being approved; • Risk in Alt.net’s ability to deliver broadband solution; • No current resource in place to manage Council’s continuing

<p>environment due to reduced take up rates and more complex civil engineering requirements to install the infrastructure it is likely that the Council will be approached for commercial loans to provide seed corn funding.</p>			<p>interest in broadband deployment;</p> <ul style="list-style-type: none"> • Alt.net likely to use voucher scheme to encourage take up, risk if Voucher scheme runs out of funds • Potential to target a percentage of the 12.56% will be lost; • Reputational risk of non-delivery.
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5. Current additional opportunities

- 5.1 A consortium of SMEs (currently rolling out TV White Space (TVWS) and 5Ghz line of sight under a Rural Community Development Fund grant) have been awarded £1.2M for a **5G rural test-beds and trials project in Monmouthshire**. The trial, now complete, will continue to serve to raise the profile of the county's digital deprivation issues. The cutting edge opportunities arising from the 5G trial is the setting up of a pilot rural gigabit village in Monmouthshire, Llandewi Rhydderch, without the need for fibre infrastructure.
- 5.2 The current **RDP programme** has a digital strand namely the '**Exploitation of digital technology**' which is underutilised at present due to resource issues. There is therefore an opportunity to develop wider revenue and skills projects which will support the current and future capital infrastructure initiatives.

6. Future Opportunities

- a) Transport for Wales willingness to use Monmouthshire as a pilot area for its responsive transport strand, Mobility as a Service (MaaS);
- b) An RDP LEADER programme application to trial an IoT, Sigfox or LoRaWAN project considering Independent Living for three classes of person living alone. Socially isolated, mild dementia and hospital recovery scenarios.
- c) A Monmouthshire consortium of interested parties is being considered to deploy similar broadband solutions as Wales's fastest community at speeds of 1,000Mb/s in Michaelston-y-Fedw. An enabling DIY toolkit is available from DCMS link [here](#).

7. Future Legislation

7.1 Universal Service Obligation

The UK Government intends to introduce a Universal Service Obligation (USO) for broadband. The USO is a UK-wide measure to deliver broadband connections to the hardest to reach premises in the UK and is intended to fill the gap left by the UK Government's existing broadband roll-out programmes which is likely to assist some of the most hard to reach premises in Monmouthshire.

The USO will provide a legal right for citizens to request a broadband connection of at least 10 megabits per second (Mbps) download speed. Eligible consumers and businesses will be able to request a connection under the USO and a Universal Service Provider(s) will be required to fulfil all requests up to a cost threshold of £3,400. The USO is underpinned by secondary legislation made under the Digital Economy Act 2017, and Ofcom has the responsibility to implement the USO which will be funded by industry through a cost-sharing fund. A mix of technologies that meet the minimum specifications will be used to deliver the service.

UK Government anticipates that the USO will be in place by 2020 at the latest. Ofcom reported that as of January 2018, 925,000 premises in the UK (3%) would qualify for the USO based on the proposed technical specifications. USO will only be available to those consumers that do not have access to broadband connections that fulfil the minimum standards, not those who have such a connection available but choose not to subscribe to it. The number of premises covered by the USO will ultimately depend on the number of consumers that register.

8. Conclusions and Recommendations

- 8.1 The current NGA Broadband situation in Monmouthshire with 12.56% of properties (approximately 8,000) not having next generation access to broadband, compared to 3 or 4% in other counties in the CCR region is unacceptable. It puts our communities and businesses and indeed Wales at a severe economic and social disadvantage, particularly given our proximity to the economic powerhouses of the South West, Gloucestershire and Herefordshire.
- 8.2 The current opportunities available to address the issue as detailed in Table Two above provide options to address the issues however not all of them are certain. A policy position is therefore required to enable the Council to move at speed to maximise chances of success.
- 8.3 There are therefore clear and substantiated recommendations within this report which are summarised as follows:
1. The Council will take a policy position to proactively encourage BT and alternative broadband providers to install broadband infrastructure in the County. Ideally this will be a full fibre to the premise solution however where this is not commercially viable then alternative solutions such as wireless will be encouraged. A degree of proportionality between speed and 'want' will need to be considered, which balances the necessity for a business requiring 1Gb connectivity to run their operating systems as opposed to the needs of a rural home or home business where a reduced speed of say 30Mb will be sufficient. Other considerations will include the environmental impact of the deployment of the infrastructure, in a county bordered by a national park and an Area of Outstanding Natural Beauty. Favoured solutions will be those that avoid expensive, disruptive, carbon generating civil engineering works.
 2. The Council will establish a Strategic Broadband Working Group to ensure a proactive approach is taken in ensuring all necessary internal Council processes are expedited to enable broadband providers to move at speed.
 3. Through its' Investment Committee, the Council will consider commercial loans to companies wishing to progress digital infrastructure projects within the county that will address digital deprivation issues.
 4. The Council will fully consider any opportunities to engage with funding opportunities to install 5G and LoRaWAN infrastructure within the County, opening up the County as a regional testbed and pathfinder for this emerging cellular network and the variety of applications likely to be developed as a result. However, a conscious note will be made of any changes to legislation regarding any potential health impacts.
 5. Monitoring and Evaluation of the progress of the associated Action Plan will be undertaken by the Economy and Development Select Committee on a six monthly basis.

Appendix A – Anecdotal Evidence

Small Business Owners:

“I have been trying to get a decent broadband service for several years now and in the last few weeks the service has been grinding to a halt which causes serious problems when trying to run a small business that works a lot internationally. It took me some 40 minutes the other day to make a simple hotel booking such was the slow and intermittent nature of the connection. The frustration, wasted time and sheer inefficiency this causes is so draining.

I was recently involved in a business Skype conference call with some 15 people around the world - USA, Denmark, and Asia - only for the signal to be corrupted for the first half of the call. I'll leave you to gauge how embarrassing, frustrating and annoying that is in 2017.

Is it not possible to connect me as the line is literally a few hundred yards away from a number of properties that are now able to access the service? Given it's a simple question of laying or trailing a fibre cable and wiring a box I am at a loss to understand why I have to be connected to a box some 2 miles away which I have been advised will impact on any signal strength. Again I stress, I and my next door neighbour are very willing and able to dig any trench and actually lay the cable if that were to aid and speed up the process”.

“Trying to run a small business globally using Skype. Email, conference calls, etc. and have to work on a 19th century copper wire. Utter disgrace in this day and age”.

Technology Business

“I access sites to do cloud accounting for clients. I can wait a long time for response. Multi-tasking between cloud applications is impossible”.

Frustrated Residents:

“I have largely given up hope of achieving an Open reach solution for our small community, consequently the questions I have address the more strategic perspectives of any continued rollout; openness and transparency, honesty and communication.

A meeting a few weeks ago highlighted the passion and anger with BT, and the government's, hollow promises and propaganda embedded communication painting a somewhat skewed perspective on the reality 'on the ground' of the broadband roll-out.

Equally the isolation and loneliness of communities within communities, desperate for decent services, each dealing with the issue independently had a real feel resignation and powerlessness. The need for leadership, a coordinated plan and honest communication was very clear.

Increasingly I believe that I'm wasting my time pursuing this issue, but passionately believe that substantial communities are being left behind in an accelerating digital world. If we were a quaint backwater before, we are slipping further beneath the surface at an increasing pace. The really sad thing is that these communities have come to manage with what they have, however disadvantaged they are in a digital world”.

“Speed is too slow to be able to use iPlayer or streaming services. Speed is typically 1 Mbps. Unfortunately this was considered too fast for us to take advantage of a recent local initiative to increase speeds in the Penallt area. The speed is also affected by rain! Following the repair of a fault I

was told by a BT engineer that the copper cables that bring the signal from the BT box to our house are extremely old and the cable covers had deteriorated and were letting in moisture. When I asked if there were any plans to upgrade the old cables I was told it was unlikely. I'm unsure whether fibre to the box will help as we will still be stuck with these ancient and unsuitable copper cables."

"Whole situation is a pathetic joke for Wales and its hopes of economic growth - yet so many people making living at BT WG and Superfast Cymru etc. are all saying they are working on it but its 2017 for God's sake - I'm going to give it another year and then probably move".

I imagine ALL of the below are key pillars or the Welsh Government and MCC's development plans-develop rural enterprise; reduce CO2 and raise education standards. All of these are being compromised by the absence of broadband in our area."

Family Concerns:

"We are a modern family with all of the same technical requirements as those who live in cities. I believe that people in rural areas now rely on broadband more than those in cities as we do not have easy access to many facilities. Businesses in rural areas with decent broadband can offer many of the same services as those in cities whilst those in areas with slow broadband are being left behind".

"My wife is trying to run a business from home and has to drive to her parents in Chepstow to use her parent's internet. I can't lease our barn out as a Holiday Let (people expect internet) and my daughter struggles to do her homework as Shirenewton school like most now set a lot of her homework is online e.g. MyMaths".

"Our lack of Broadband is restricting our ability to run a rural enterprise (employment). Increasing CO2 emissions (we have to drive to get a decent internet link) and impacting our children's education (they are disadvantaged compared to their classmates because they struggle to complete their homework)".

SUBJECT: PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2018/19 AND MCC WHOLE AUTHORITY COMPLAINTS, COMMENTS AND COMPLIMENTS REPORT 2018/19

MEETING: CABINET

DATE: 4 SEPTEMBER 2019

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

The purpose is to fulfil the expectation of the Public Services Ombudsman for Wales that their report is brought to the attention of Cabinet and that is what we are doing.

To provide details of the Council's Whole Authority customer feedback.

2. RECOMMENDATIONS:

- 2.1 Cabinet note the content of the PSOW's annual letter (Appendix 1) and inform the PSOW of their considerations and any proposed actions by 31 October 2019.
- 2.2 Cabinet note the content of the Council's Whole Authority annual report (Appendix 2).
- 2.3 For DMT's to review its complaint handling performance, to improve the service they provide, taking into consideration the evidence from complaints received.
- 2.4 For DMT's to monitor responses to complaints and focus on good practice and compliance.

3. KEY ISSUES:

- 3.1 The PSOW sends every Council an Annual letter which provides a summary of the complaints received and investigated. This compares the number of complaints against the local authority which were received and investigated by the PSOW during 2018/19, with the local authority average during the same period.
- 3.2 The PSOW annual letter provides:
 - a breakdown of the number of complaints about the local authority broken down into subject categories.
 - compares the complaint outcomes for the local authority with the average outcome during the same period.

There was one complaint that was closed after initial consideration.

Town/Community Council Code of Conduct complaints

There were 26 complaints that were closed after initial consideration. 23 of them related to Magor with Undy Community Council. One related to Llantilio Pertholey Community Council, one from Caldicot Town Council and one from Monmouth Town Council.

One complaint concerning Mathern Community council was referred to the Adjudication Panel.

3.4 MCC's Whole Authority complaints, comments and compliments report provides:

- Information on the areas where feedback has been received.
- Details of how many complaints have been formally investigated and the service areas where these complaints have been made.
- Examples where recommendations from complaints have been made to improve practices and procedures.

3.4.1 143 complaints were received. 132 were dealt with at stage 1 and 14 complaints either proceeded from stage 1 or went directly to formal investigation. 2 complainants contacted the Ombudsman after formal investigation. The Ombudsman decided not to investigate these complaints.

- Waste and Highways issues were the issues most complained about. Unfortunately, across the Council staff conduct featured quite a lot and concerns regarding poor communication from the teams.
- With regard to the formal investigations, the majority of them were not upheld.

3.4.2 Comments are dealt with in the same way as informal complaints, customers do not wish to go through a formal process but do want their voice heard. Comments are responded to where appropriate. The common theme again is matters relating to Waste and Highways.

3.4.3 180 compliments were received, many responding to Building Control and Registrars questionnaires when works have been completed.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

This report provides feedback information from the Public Services Ombudsman for Wales and residents and customers of Monmouthshire. The report does not seek to divert from the Council's corporate priorities and the continued delivery of the wide range of services provided through the Council to the public. As the report deals solely with feedback information, a Future generations and Equality assessment is not considered appropriate in this instance.

5. OPTIONS APPRAISAL

This section is not relevant as the work of the Public Services Ombudsman for Wales is outside of our control. Also, this section is not appropriate as the Whole Authority complaints policy states that any member of the public, including a child, who has received, or was entitled to receive, a service from us may make a complaint.

6. EVALUATION CRITERIA

We will continue to work with the Public Services Ombudsman for Wales office to resolve as many issues as possible at an early stage and monitor the number of complaints the Public Services Ombudsman for Wales receives and deals with.

Likewise, we will continue to review complaints from service areas and promote learning and improvement in the relevant teams. We will focus on managing complaints proactively, monitor action plans to ensure improvements to standards of service are made.

7. REASONS:

7.1 The Public Services Ombudsman for Wales (PSOW) role is to consider complaints about public services providers in Wales and to consider complaints that members of local authorities have broken the Code of Conduct. The PSOW has requested that Cabinet considers the complaints that the PSOW has received and that the Public Services Ombudsman (Wales) Act 2019 has now been introduced.

7.2 The Whole Authority complaints, comments and compliments report provides service users' perspectives on the work of the Council. The report is provided for Cabinet to consider the feedback received.

8. RESOURCE IMPLICATIONS:

There are currently no extra resource costs identified.

9. CONSULTEES:

SLT

Head of Law and Monitoring Officer

Head of People Services & Information Governance

10. BACKGROUND PAPERS:

Appendix 1: The Public Services Ombudsman for Wales Annual letter 2018/19

Appendix 2: The Whole Authority complaints, comments and compliments annual report
2018/19

11. AUTHOR: Annette Evans, Customer Relations Manager

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Our ref: NB

Ask for: Communications

 01656 641150

Date: 7 August 2019

 communications
@ombudsman-wales.org.uk

Councillor Peter Fox OBE
Council Leader
Monmouthshire County Council

By Email Only
peterfox@monmouthshire.gov.uk

Dear Councillor Peter Fox OBE

Annual Letter 2018/19

I am pleased to provide you with the Annual letter (2018/19) for Monmouthshire County Borough Council. This year I am publishing my Annual Letters as part of my Annual Report and Accounts. I hope the Council finds this helpful and I trust this will enable it to review its own complaint handling performance in the context of other public bodies performing similar functions across Wales.

Whilst overall the number of complaints received relating to local authorities across Wales increased from 794 to 912, I am pleased that local authorities continue to work with my office to resolve many of these complaints at an early stage. This provides complainants with appropriate and timely remedies avoiding the need for my office to fully investigate complaints.

A summary of the complaints of maladministration/service failure received relating to the Council is attached.

Also attached is a summary of the Code of Conduct complaints relating to members of the Council and the Town & Community Councils in your area.

You will note that we received a relatively high number of complaints this year relating to members of Community and Town Councils in the Council's area. However, please be assured that I do not consider that this is indicative of a fall in

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standards of conduct generally or indeed in the Council itself. I can advise that the majority of these complaints related to an individual Community Council and a position of conflict between its members. Most of these complaints did not meet the two stage test used to assess complaints of this nature and were therefore closed after initial consideration.

I am very grateful to the Monitoring Officer of the Council who, in view of this position, took a proactive approach and arranged a training session for the Clerks to the Community Councils which gave us an opportunity to talk about the Code of Conduct and our work. This event was an example how a local authority can work with its community and town councils to promote standards and raise awareness of the Code of Conduct. I am keen to encourage local leadership and accountability in this manner in all authorities in Wales and I intend to refer to the example set by your Council in this regard as an exemplar of good practice.

The Public Services Ombudsman (Wales) Act 2019 has now been introduced. I am delighted that the Assembly has approved this legislation giving the office new powers aimed at:

- Improving access to my office
- Providing a seamless mechanism for complaint handling when a patient's NHS care is inextricably linked with private healthcare
- Allowing me to undertake own initiative investigations when required in the public interest
- Ensuring that complaints data from across Wales may be used to drive improvement in public services for citizens in Wales.

I am very much looking forward to implementing these new powers over the coming year.

Action for the Council to take:

- Present my Annual Letter to the Cabinet to assist Members in their scrutiny of the Council's performance
- Work to reduce the number of cases which require intervention by my office
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters by **31 October 2019**.

This correspondence is copied to the Chief Executive of your Council and to your Contact Officer. Finally, a copy of all Annual Letters will be published on my website.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Nick Bennett', with a large, sweeping flourish at the end.

Nick Bennett
Public Services Ombudsman for Wales

CC: Paul Matthews, Chief Executive
Annette Evans, Contact Officer

Factsheet

A. Complaints Received and Investigated with Local Authority average adjusted for population distribution

Local Authority	Complaints Received	Average	Complaints Investigated	Average
Monmouthshire County Council 2018/19	20	27	0	1
Monmouthshire County Council 2017/18	16	23	0	1
Blaenau Gwent County Borough Council	8	20	0	0
Bridgend County Borough Council	33	41	0	1
Caerphilly County Borough Council	65	51	1	1
Cardiff Council	115	103	0	2
Carmarthenshire County Council	49	53	1	1
Ceredigion County Council	23	21	0	0
City and County of Swansea	83	70	0	2
Conwy County Borough Council	41	33	2	1
Denbighshire County Council	26	27	1	1
Flintshire County Council	50	44	2	1
Gwynedd Council	32	35	2	1
Isle of Anglesey County Council	31	20	2	0
Merthyr Tydfil County Borough Council	15	17	0	0
Neath Port Talbot County Borough Council	38	40	1	1
Newport City Council	38	43	0	1
Pembrokeshire County Council	35	35	0	1
Powys County Council	67	38	4	1
Rhondda Cynon Taf County Borough Council	36	68	0	2
Torfaen County Borough Council	12	26	1	1
Vale of Glamorgan Council	24	37	0	1
Wrexham County Borough Council	45	38	3	1
Grand Total	886		20	

B. Complaints Received by Subject with Local Authority average

Monmouthshire County Council	Complaints Received
Adult Social Services	2
Benefits Administration	2
Children Social Services	5
Community Facilities. Recreation and Leisure	3
Complaints Handling	3
Planning and Building Control	3
Various Other	2

C. Comparison of complaint outcomes with average outcomes for Local Authorities, adjusted for population distribution

Local Authority	Out of Jurisdiction	Premature	Other cases closed after initial consideration	Early Resolution / Voluntary settlement	Discontinued	Other Report - Not upheld	Other Report - Upheld in whole or in part	Public Interest Reports
2018/19								
Monmouthshire	5	7	11	-	-	-	-	-
Monmouthshire (adjusted)	5	8	9	4	-	-	1	-
2017/18								
Monmouthshire	4	3	6	1	-	-	-	-
Monmouthshire (adjusted)	4	7	8	3	-	-	1	-

D. Number of cases with PSOW intervention

Local Authority	No. of complaints with PSOW intervention	Total number of closed complaints	% of complaints with PSOW intervention
Monmouthshire County Council 2018/19	0	23	0%
Monmouthshire County Council 2017/18	1	14	7%
Blaenau Gwent County Borough Council	2	7	29%
Bridgend County Borough Council	6	36	17%
Caerphilly County Borough Council	8	68	12%
Cardiff Council	19	110	17%
Carmarthenshire County Council	4	48	8%
Ceredigion County Council	5	24	21%
City and County Swansea	10	80	13%
Conwy County Borough Council	5	39	13%
Denbighshire County Council	4	30	13%
Flintshire County Council	16	56	29%
Gwynedd Council	6	35	17%
Isle of Anglesey County Council	5	31	16%
Merthyr Tydfil County Borough Council	0	14	0%
Neath Port Talbot County Borough Council	4	40	10%
Newport City Council	7	43	16%
Pembrokeshire County Council	6	33	18%
Powys County Council	11	64	17%
Rhondda Cynon Taf County Borough Council	4	34	12%
Torfaen County Borough Council	1	12	8%
Vale of Glamorgan Council	7	30	23%
Wrexham County Borough Council	8	43	19%

E. Code of Conduct Complaints Closed

Local Authority	Closed after initial consideration	Discontinued	No Evidence of Breach	No Action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
2018/19								
Monmouthshire	1	-	-	-	-	-	-	1
2017/18								
Monmouthshire	3	-	-	-	-	1	-	4

F. Town/Community council Code of Conduct Complaints

Town/Community Council	Closed after initial consideration	Discontinued	No evidence of breach	No action necessary	Refer to Standards Committee	Refer to Adjudication Panel	Withdrawn	Total
Caldicot TC	1	-	-	-	-	-	-	1
Chepstow TC	-	-	-	1	-	-	-	1
Llantilio Pertholey CC	1	-	-	-	-	-	-	1
Magor with Undy CC	23	-	-	-	-	-	-	23
Mathern CC	-	-	-	-	-	1	-	1
Monmouth TC	1	-	-	-	-	-	-	1
Trellech United CC	-	-	-	1	-	-	-	1

Appendix

Explanatory Notes

Section A compares the number of complaints against the Local Authority which were received and investigated by my office during 2018/19, with the Local Authority average (adjusted for population distribution) during the same period.

Section B provides a breakdown of the number of complaints about the Local Authority which were received by my office during 2018/19. The figures are broken down into subject categories.

Section C compares the complaint outcomes for the Local Authority during 2018/19, with the average outcome (adjusted for population distribution) during the same period.

Section D provides the numbers and percentages of cases received by my office in which an intervention has occurred. This includes all upheld complaints, early resolutions and voluntary settlements.

Section E provides a breakdown of all Code of Conduct complaint outcomes against Councillors during 2018/19.

Section F provides a breakdown of all Code of Conduct complaint outcomes against town or community councils.

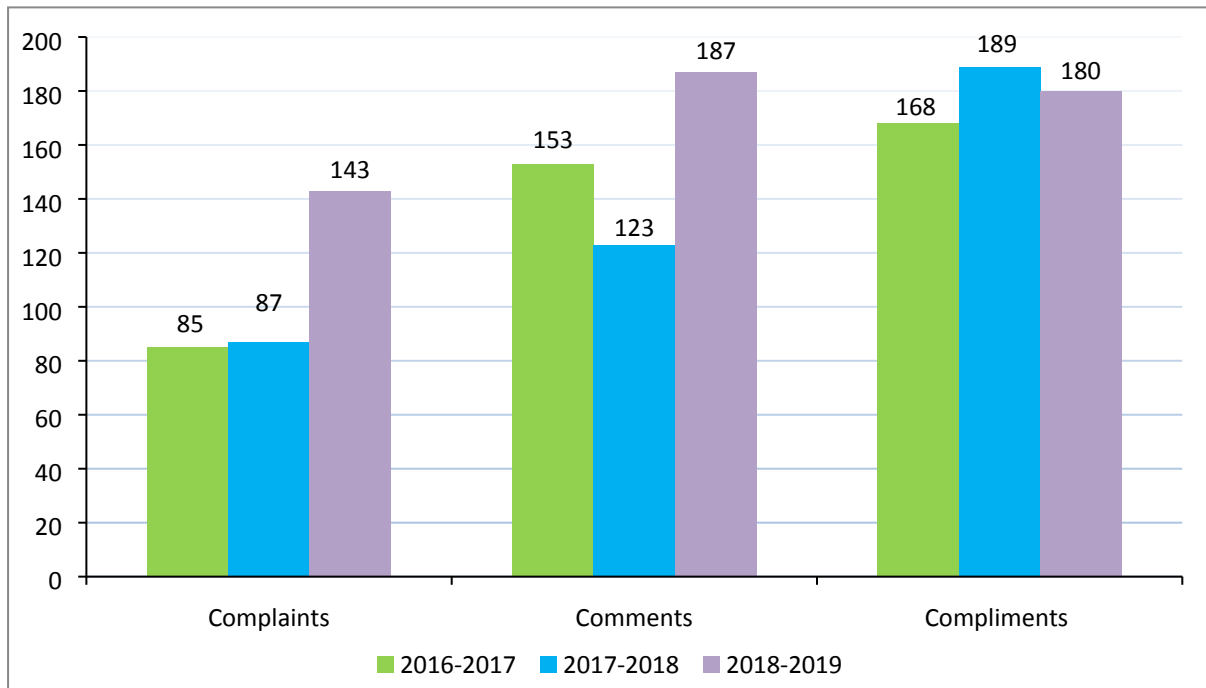
Feedback

We welcome your feedback on the enclosed information, including suggestions for any information to be enclosed in future annual summaries. Any feedback or queries should be sent via email to communications@ombudsman-wales.org.uk



Whole Authority Customer Feedback

April 2018 – March 2019



Complaints

- 143 Complaints received

Stage 1 - Informal Resolution

- 132 Complaints started

Stage 2 – Formal Investigation

- 14 Formal complaints
 - 5 escalated
 - 9 new

Public Services Ombudsman for Wales

Of the above formal complaints received, 1 complainant went directly to the PSOW. He referred it back to us for subsequent investigation.

2 complainants progressed their complaint to the PSOW after formal investigation. The PSOW did not investigate their complaints.

Complaints: Examples of most common aspects of services complained about:

Waste & Street Services

- Missed bin and food waste collections; irregularity of collections.
- Accessibility of disposing waste at Usk refuse centre.
- Hedges / verges not being cut.
- Staff conduct; communication with the department.

Highways

- Poor communication and responses from department.
- Issues with pothole repairs.
- Issues with street lighting.
- Staff conduct.
- Issues regarding removal of A boards.
- Issues concerning street naming and numbering.
- Inadequate fencing issues

Passenger Transport

- Buses not operating, late / not arrived.
- Issues with bus route.
- Lack of communication; issues with school transport.

Development Management

- Enforcement issues;
- Concerns regarding objection to planning amendments;
- Communication issues;
- Unhappy with the way planning applications administered;
- Issues with planning consent / notice given.

Community Hubs

- Unhappy with withdrawal of online Oxford Dictionary;
- Staff conduct;
- Access arrangements to the Hub;
- Service provided by mobile library;
- State of toilet at the Hub;
- Alleged incorrect information provided.

Others

- Issues concerning the Cider festival
- General lack of response from various sections of the Council either by phone or email
- Staff conduct
- Issues regarding Blue badges
- Issues with Council tax demands for payment

- Issues with home improvement process
- School meals
- Caldicot fireworks event
- Issues regarding grave in graveyard

Stage 2 Formal Investigations concerned matters relating to:

- The handling of planning applications and associated matters for the development of a new dwelling noise and disturbance during construction, and response to initial contact with the department raising concerns.

An element of the complaint was upheld.

- Correct process was not followed in relation to planning decision for new housing development in Raglan

6 elements of the complaint were not upheld and 2 were.

- A complaint was made regarding electoral registration, however the complainant did not progress the matter.
- A complaint was made regarding issues concerning a planning application concerning the siting of huts, however the complainant did not progress the matter.

- Alleged unprofessionalism of staff.

Complaint not upheld.

- Issues between a new contractor taking over premises and existing service.

Complaint not upheld.

- Issues concerning right of way and turning bay.

Complaint not upheld.

- Issues concerning free home to school transport

Complaint not upheld.

- Alleged poor service and request for financial recompense.

Complaint partially upheld.

- Complaint about the blue badge scheme

Complaint withdrawn.

- Issues concerning not being able to sell programmes / tickets at the Borough theatre

Complaint not upheld.

- Issues concerning financial assistance for home adaptations.

Complaint partially upheld.

- Issues concerning equal opportunities at leisure centre facilities

Complaint not upheld.

- Enforcement issues regarding an extension to building

One element of the complaint was partially upheld and two were not.

Note: Social Services complaints are dealt with separately under the Social Services complaints procedure. **51** complaints were received, **90** comments and **150** compliments were made about the service.

Distribution YTD

	Total	Access to Service	Communication Issue	Data Protection	Decision Delay	Discrimination	Member Conduct	Quality of Service	Quality of Works	Reduction in Service	Result of Process	Service Delayed	Service not provided	Service Removed	Staff Conduct	Timescales
Overall Total	143	5	23	1		1	1	67	3	1	11		1		29	
Customer Relations																
Estates and Sustainability								3							2	
People Services															1	
Registrars																
Revenues, Systems & Exchequer			3												1	
Total Resources	10		3					3							4	
Highways			13					9	1						2	
Property Services – Maintenance																
Passenger Transport Unit		1	3					6			2				5	
Transport								1							1	
Waste and Street Services			2					27	1						8	
Operations not allocated								1							1	
Total Operations	84	1	18					44	2		2				17	
Attractions – Caldicot Castle																
Community Hubs, Contact Centre and Community Learning		3						3		1	1		1		2	
Countryside																
Development Management and Planning Policy								8			6					
Housing and Communities			1					1	1						1	
Leisure						1		1			1				2	
Local Democracy				1			1									

Monmouthshire Business, Youth Enterprise & RDP		1						1							
Tourism								1						3	
Enterprise not allocated								1			1				
Total Enterprise	44	4	1	1	1	1	16	1	1	9	1	8			
Environmental Health – Public Health							1								
Registrars							1								
Total Social Care and Health	2						2								
Additional Learning Needs and Special Learning Needs Service							1								
Pupil Referral and Inclusion Service							1								
Total CYP	2						2								
Total External	1		1												

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Comments

- 187 Comments

Total	187
Resources	13
Digital and Technical Services	7
Estates and Sustainability	3
Revenues, Systems & Exchequer	3
Operations	124
Highways	18
Passenger Transport Unit	10
Transport	4
Waste and Street Services	92
Enterprise	20
Building Control	9
Communication	2
Community Hubs, Contact Centre & Community Learning	4
Green Infrastructure & Countryside	1
Housing and Communities	1
Leisure	2
Local Democracy	1
Social Care and Health	15
Environmental Health – Public Health	3
Registrars	12
External	12
Not allocated to any SIP	2
General – covers all of MCC	1

A selection of comments received concerned:

Registrars section: they send out a questionnaire after customers have received a service from them, therefore we do receive a substantial amount of comments and compliments about that service. A selection of them are below:

- The payment system that only postal orders are acceptable for a telephone request is outdated and the fact that if in person a card is used the cost is doubled to £20.
- Too many signs in no particular direction.
- I had to ring back twice to pay over the phone due to cut off times being different on different days which I found very weird.
- The building itself was clean, but a little non descript and clinical.
- The registrar was 25 minutes late for our 3pm wedding. They did not apologise to our waiting guests at the start of the ceremony, which I think was poor conduct.
- £20 for a single birth certificate is way too much money. Other Countries are offering certificates for free after sufficient identification checks.

Below are further comments received about the Council:

Contact Centre

- Length of time it's taken to get through to the Council on the phone.
- Not happy that there's only one contact number into the Council.
- Your queueing system should advise which number in the queue each person is, so that they can take an informed decision whether to hold on or not. Some helplines do this and this should reduce the length of the queue. Some warning is given to people joining the queue after a set time that their call may not be answered. To promise to answer all calls (especially those received close to closing time) is evidently not achievable.

Waste and Street Services

- So many comments about missed waste collections; stoppage of green waste over winter period; green waste not collected and that it is a payment service.
- Dog fouling issues
- Pet waste. What do we do with this now between December and March?
- Strongly object to paying £18 for the collection of grass cuttings after forking out over £2000 in Council Tax which itself has risen again.
- Recycling questionnaire. Email received from Mon CC today (31 Aug) mentioning it. First I've seen. Deadline was yesterday (30 Aug). Also, August when everyone is focused on holidays is not a great time to consult!
- Reported rubbish in the car park behind the OAP bungalows where person lives. Gentleman said that he tries to keep the area tidy and clears up the rubbish. Bags of rubbish that need collecting and he was told over a month ago that it would be but nothing has happened.
- It is extremely frustrating to visit the Mitchel Troy Recycling Centre and be repeatedly turned away because they are changing skips on site.

Highways

- Unwanted poorly marked speed humps in Newtown Road Penperlleni.
- A-board on Monnow Street sticks out too far for wheelchair to pass by and is too dark in colour to be easily seen due to visual impairment.
- Annoyed by the recent instruction to stop businesses in Church Street, Monmouth, putting signs, tables, etc outside their businesses. There is no need for this action to be taken, there is plenty of space and it is not a road but a traffic free area. You are trying to kill off a vibrant successful area, and will cause undue harm.
- Highways street lighting is completely blocked at night making path/road in complete darkness whilst walking up or down between Church and main road due to the overgrown tree in Llanellen.

- Speed of cars coming from Llanfoist to Abergavenny bridge – road outside Waitrose. Narrowly avoided getting hit by a car two days ago and again yesterday. Kerbs are getting damaged more and more.
- Street lighting issues since end of May 2018 and still not fixed at Miskin Court and Heronston Way Undy.
- The continuous use of Glascoed Lane via New Inn of HGV's contracted to BAE Systems, Glascoed. There is an almost daily routine of extremely large goods vehicles that are following Sat Nav from Newport M4 and being directed through New Inn.
- Not enough parking spaces in St Andrew's Crescent to supply parking for the amount of houses and flats in the area, people are struggling to park resulting in blocking other cars in or making it extremely hard to manoeuvre safely.

Building Control:

- The initial cost implication of the application for a project like this we felt was too high.
- Some timeliness factors around site visit that held up builders progressing with works that adversely effects the completion date.

Passenger Transport

- Issues with school transport allocation process.
- Issues with reduction of service of the Chepstow to Monmouth 69 service during the road works

Communication / Digital services

- Issues with links to website.
- Online processes and street light reporting, make online process suitable for use on mobile so it can be completed rather than laptop/PC.
- Why am I not able to access my Council Tax account online, to review payments made and manage payments to come. In the modern world we live in where everything from PAYE, NI, Utilities accounts being managed and accessed online why are the councils so far behind the times?
- Your street lighting form has adverts deliberately plastered across the "Submit" button to make it difficult for people to use it. This is unacceptable and no doubt illegal.

Estates

- Market - Abergavenny. Trader has set up large stall outside public display area in shop window and when the stalls are there the display space is obstructed.

Compliments

- 180 Compliments

Total	180
Resources	2
Customer Relations	1
Digital and Technical Services	1
Operations	28
Highways	18
Passenger Transport Unit	1
Transport	1
Waste and Street Services	8
Enterprise	126
Building Control	82
Communication	1
Community Hubs, Contact Centre & Community Learning	9
Development Management and Planning Policy	6
Housing and Communities	2
Leisure	9
Youth Service	17
Social Care and Health	22
Registrars	20
Safeguarding	2
External	1
General – covers all of MCC	1

A selection of compliments received:

A range of compliments about the whole of the Council was received – staff thanked for their professionalism, their quick responses, their efficiency and helpful service.

Some examples:

Building Control send out a questionnaire after providing a service and therefore a large number of compliments are received about their advice given and efficient service.

Registrars: many compliments about staff being helpful and courteous at ceremonies.

- Thank you for making the planning and day of our wedding so memorable and happy
- The staff were extremely helpful and provided excellent parking details and how to find the premises. Very helpful and certificate was issued within 10 mins of my arrival in reception.
- Fantastic service and lovely people.

- Your service via telephone was prompt, clear, very helpful. Next day delivery which was needed. Very impressed with your service. Thank you once again.

Highways

- Blocked Highway drains - great service and it's good to know that reports are acted upon.
- Pleased that MCC have now completed the surfacing in Welsh Street next to the Arch lights (and a bit in High St)
- The street light is now working in sync with the rest of the estate lighting, well done.
- To the team, road grader driver and pothole filling gang, thank you for doing such a clean and excellent job of grading and filling gullies in Nannies Lane, Penyclawd. It had been so bumpy and rutted.
- My thanks to you and your MCC Highways Cleaning Staff for clearing the autumnal debris away from the Chepstow Community Hospital A466 pedestrian crossing as requested and required.
- Fantastic job of keeping the roads clear of ice and snow your gritting crews have done.

Waste & Street Services

- First class job cutting the island area in St Marys Place, Llanfair Kilgeddin.
- A big thank you for cutting the overgrown grass verges. Thank you the service was brilliant.
- Thanks to the teams involved in tidying up the lanes and hedges. It looks much better and was very promptly attended too. Well done.
- Compliments to the council on a class leading recycling service and to add I am a firm believer in recycling my household waste.

Community Hubs

- Thank you all so much for your kind help, patience and understanding and at all times previously. Everyone is amazing and your assistance with such care to our community, myself and beyond is stellar, above and beyond I'd say.
- Big thank you to the library service which our parents have greatly valued over the last 40 years. Particularly in the later years as they became more infirm the library has been a lifeline.
- Called into one stop shop yesterday to report pot hole, the young gentleman who dealt with my complaint was brilliant.

Youth Service / Leisure

- Thank you for everything you have done and do for the awards.
- Just want to say a massive thank you for helping me achieve my Duke of Edinburgh awards. Yesterday made the hard work so worthwhile.
- Pupils who wouldn't normally take part in anything sports fully engaged. The organisation was great (in regards to the band system) and the event ran really smoothly.
- Our sincerest thanks for allowing the ladies from our Wellbeing group to join the Easyline group yesterday. It was already a busy class yet you still found the time to make our ladies feel totally at home and has inspired at least 4 of them to join the GP exercise referral scheme.
- Swift action by leisure centre staff saved a man's life after he collapsed following cardiac arrest while playing five-a-side football.
- Thank you for a great party on Saturday. We were very impressed with the sports coaching and keeping the children entertained the entire time and held their attention brilliantly. They thoroughly enjoyed it. We also had many compliments about the food.
- Really enjoyed summer camp, a big thank you to you and your crew.

Development Management & Planning Policy

- Thank you and the Monmouthshire planning team for your support throughout the application process. Very reassuring to see a professional and well managed planning team in action, especially when on occasions there are complex subjective responses to be resolved.
- Thank you for your professional help with our planning application to remove part of condition 3. I know that it is sometimes a thankless task with the planning team being stuck between a rock and a hard place.

Response Timescales

Our policy for responding to complaints at stage 1 is **10 working days** and for stage 2 formal investigation is **20 working days** plus a further 10 working days for Heads of Service to respond to the report's findings.

Whole Authority Timescales	2017/18		2018/19	
	Stage 1	Stage 2	Stage 1	Stage2
Up to 10 working days	59	0	94	1*
11 – 30 working days	14	6	31	4
30+ working days	3	7	7	9
Total	76	13	132	14

*Received no further contact so complaint was closed

Requests for service

These are recorded and acted upon:

Total	21
Operations	11
Highways	3
Passenger Transport Unit	1
Waste and Street Services	7
Enterprise	6
Community Hubs, Contact Centre & Community Learning	1
Green Infrastructure and Countryside	3
Leisure	1
Policy and Performance	1
Social Care and Health	2
Environmental Health – Public Health	2
External	2

Analysis of Complaints / Comments

Year	Stage 1 complaints	Stage 2 complaints	Comments	Compliments
2018-19	132	14	187	180
2017-18	76	13	123	189
2016-17	79	11	153	168
2015-16	103	6	155	109
2014-15	100	25	150	90

Service improvements

Complaints are generally resolved on an individual basis. Most formal investigation reports make recommendations for improvements to processes. These are followed up to ensure the recommendations are addressed.

Here are some examples where recommendations have been made for changes to practices / processes / procedures, as a result of people making complaints.

Apologies given where appropriate.

Improve internal and external communication, ensuring that when customers are promised something we see that through.

Officers to be reminded that they are responsible for checking voicemails left on their landline. If they are out of the office, then the voicemail message should provide an alternative contact number for the caller to follow up.

Remind teams of the importance in clarifying to customers when they can expect an officer to respond to any queries.

The data in this year's Joint Housing Land Availability study is checked for accuracy prior to publication.

Mediation is offered to all parties to try and move forward professionally

Complainant be advised to seek legal advice to determine and/or confirm whether she has private rights of access to the turning bay within the curtilage of her property.

Reiterate to crews the importance of updating the MCS system in a timely manner as to why rubbish was not collected e.g. no bags presented, contamination, excess bags etc.

Remind teams of the need to prioritise 'chasers' and highlighting any resource issues to a manager if they are unable to prioritise.

Review information on the Monmouthshire County Council website to ensure that there is clarity for our residents on how they can make requests regarding waste and street services – ie. blue bins need to be arranged by telephone or directly through the hubs.

When the Borough Theatre fully transfers back to MCC all staff should attend MCC induction.

Theatre Manager should ensure all policy and operating procedures are in place following transfer back to MCC and that staff are aware of those policies.

Theatre Manager should ensure that all hirers are aware of procedures eg. selling of raffle tickets etc. when hiring the Theatre

Ensure that clear processes and systems are put in place for the separation of an application of Disabled Facilities Grant (DFG), Housing Improvement Loan (HIL) and ENABLE funding.

Analysis is undertaken to establish the 'gap' between males and females participating in swimming / exercise within Monmouthshire to justify that the ladies only swimming sessions are needed in the future, and continues to support 'positive action' under the Equality Act.

To continue monitoring demand and ensuring that the swim programme adapts to changing needs and priorities.

Give consideration to how anonymous objectors can remain informed of development in relevant cases; if this is not practicable, to give consideration to how it can be made clear to objectors who wish to retain their anonymity that a possible consequence of this is that they may not be kept apprised of developments.

That the existing plans to revise the council's planning web pages are carried out swiftly in order to make the content more easily navigable for all interested parties.

Commentary

The Authority is provided with a wealth of information via complaints and customer comments; it's a missed opportunity if service areas don't act on the intelligence received through repeated enquiries, complaints and comments, to improve their services.

An important part of dealing with and resolving complaints are the lessons learned and the actions that have been agreed and implemented as a part of the resolution. There is a risk to our reputation if residents and the Public Services Ombudsman's office perceive that complaints are not taken seriously and dealt with appropriately.

Service areas should ensure that requested information is provided in a timely manner in order to avoid a complaint being made. We, the Customer Relations team, work closely with the service areas to prevent complaints escalating and becoming repetitious.

The increase in complaints and comments continues to be a challenge as this year complaints increased by 74 % and comments by 52 %. There's been a rise of 56 complaints and 64 comments this year.

Compliments have dipped slightly from 189 in 2017-18 to 180 this year.

We, the Customer Relations team, are receiving an increasing number of calls with enquiries about issues across the Authority which fall outside the definition of a complaint. Dealing with these calls can be resource intensive as they're often from people in the community who need assistance. Earlier intervention and staff engaging directly with customers solves problems straight away, reducing the level of complaints received.

Customer feedback is welcomed as it allows us to continue to inform and improve the way we handle complaints.

Annette Evans, Customer Relations Manager

July 2019

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SUBJECT:	MAINTAINED SCHOOLS PARTNERSHIP AGREEMENT
MEETING:	CABINET
DATE:	4th September 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

The purpose of the report is for members to agree the Statutory Partnership Agreement having taken on board comments made by the Committee during its meeting in January 2019.

2. RECOMMENDATIONS:

It is recommended that members agree the Statutory Partnership Agreement.

3. KEY ISSUES:

3.1 The Partnership Agreement includes those statutory functions that must be included which are:

- How the Local Authority (LA) will promote high standards and support schools in particular those giving cause for concern, in special measures or requiring significant improvement and the factors the LA will take into account in identifying schools giving cause for concern.
- The support the LA will provide for governing bodies where the authority has exercised its powers of intervention or suspended the right to a delegated budget, and in instances where an inspection of a school causes concern or the LA appoints additional governors.
- Responsibility of the Local Authority to provide governors with support
- The reports which the governing body provides to the LA on discharge of its functions
- The responsibility of the school and LA for Health and Safety matters and their duties to employees and other persons in respect of these matters
- The responsibility of the school and LA for the control of school premises and their maintenance and repairs and how the governing body may exercise its powers to provide community facilities; and
- The LA duties regarding the defrayment of expenses and maintaining schools.

In addition, for schools providing primary education the Agreement must include:

- The exercise by the LA and governing body of functions that will promote high standards and secure effective transition of pupils from Key stage 2 to 3 and;
- LA target setting in relation to education plans and governing body target setting in relation to pupil performance and absence.

For schools providing secondary education the Agreement must include

- The exercise by the LA and governing body of functions that will promote high standards and secure effective transition of pupils from Key stage 2 and 3 and from key stage 3 to 4; and
- LA target setting in relation to education plans and governing body target setting in relation to absence.

3.2 Headteachers, Monmouthshire Association of School Governors and Children and Young People Select Committee have been consulted on the Partnership Agreement and views and comments included in the final document.

4. **EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING)**

The Partnership Agreement is a statutory requirement on the Local Authority, it highlights the statutory responsibilities of the school governing bodies and the Local Authority to raise standards of achievement. The Agreement will have an equally positive impact on all and will enhance and sustain existing partnership working between the LA and Governing Bodies, it will provide clarity on expectations of each other and support the improvement of children and young people's learning and wellbeing.

5. **OPTIONS APPRAISAL**

Option 1: Do Nothing

This option was discounted, as it is a legislative requirement to have a partnership Agreement in place.

There is a risk that the roles and responsibilities of the partners will not be clearly defined, resulting in blurring of accountabilities that may inhibit the required improvements in educational standards and non-compliance with the Maintained Schools (Partnership Agreements) (Wales) Regulation 2007.

Option 2: Local Authority drafts Partnership Agreement for Governing Bodies to agree

This is the preferred option as it is a legal requirement to have a Partnership Agreement in place as defined by the Education Act 2002.

However, if the LA fails to reach an agreement with a school governing body the LA may draw up a statement setting out how it and the governing body are to discharge their respective functions in relation to the school

6. EVALUATION CRITERIA

The Partnership Agreement captures the way in which the local authority and schools work in partnership. It should ensure effective working across a broad range of areas and there are no simple quantitative measures of this. The evaluation of the effectiveness of the agreement will be through the successful delivery and operation of the items listed in paragraph 3.1 above. It is not proposed that a specific evaluation be produced annually, however the agreement will be evaluated at the end of the agreement and can be scrutinised by the committee at any time during its operation that will run from 2018 until 2021.

7. REASONS:

The Maintained Schools Partnership Agreement is a statutory document designed to enhance and sustain partnership working between the LA and schools.

The Agreement provides a formal, legal basis that will make clear the roles of the LA and schools by setting out how the LA and governing body of a school will discharge their respective functions on specified matters. By setting out in one document, the matters on which the LA and a school must agree, the Partnership Agreement provides a firm basis for working together and promoting higher standards in schools.

8. RESOURCE IMPLICATIONS:

There are no financial implications associated with the report

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

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

The actual impacts from this report's recommendations will be reviewed every 3 years

10. CONSULTEES:

- Directorate Management Team - December 2018. No comments and supportive of the document
- Monmouthshire Association School Governors – May 2018. The meeting did not like the format of the Agreement and commented that the document should include the difference between the Governors responsibilities and Headteachers. A further meeting was held with representatives of MASG and

agreement was reached as to changes to the wording and layout of the document.

- Headteachers Meeting – March 2018. The document has also been circulated via email inviting comments from Head teachers. Two head teachers responded and their comments have been included within the attached document.
- CYP Select – January 2019 further work was requested on the Partnership Agreement to address concerns raised by representatives of MASG. The Partnership Agreement was agreed by CYP Select in July 2019.

10. BACKGROUND PAPERS:

Welsh Government Maintained Schools (Partnership Agreements) (Wales) Regulations 2007

11. AUTHOR:

Cath Saunders, Governance Manager, CYP

12. CONTACT DETAILS:

Tel: 07595647637

E-mail: cathsaunders@monmouthshire.gov.uk

<p>Name of the Officer completing the evaluation Cath Saunders</p> <p>Phone no: 07595647637 E-mail: cathsaunders@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To enhance and sustain partnership working between the Local Authority and Schools.</p>
<p>Name of Service</p>	<p>Date Future Generations Evaluation form completed</p> <p>July 2019</p>

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

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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Yes – The Partnership Agreement will help raise standards of achievement</p>	<p>N/A</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Yes - The Partnership Agreement will help raise standards of achievement	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Yes -	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Yes -	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Yes -	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Yes - The Partnership Agreement will help raise standards of achievement	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	Yes	N/A
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	Yes - The Agreement is to highlight statutory responsibilities of the Governing Body and the Local Authority to raise standards of achievement	N/A
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Yes - Headteachers and Monmouthshire Association of School Governors and CYP Select Committee have been consulted on this document. Following Cabinet approval the Agreement will be sent to all Governing Bodies with a recommendation to adopt	N/A
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	Yes – the Partnership Agreement clarifies statutory roles and responsibilities	N/A
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	Yes – Partnership Agreement will support the improvement of children and young people’s learning and wellbeing	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this

link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The proposal has an equally positive outcome for all groups.		
Disability	The proposal has an equally positive outcome for all groups.		
Gender Reassignment	The proposal has an equally positive outcome for all groups.		
Marriage or civil partnership	N/A		
Pregnancy or maternity	N/A		
Race	The proposal has an equally positive outcome for all groups.		
Religion or Belief	The proposal has an equally positive outcome for all groups.		
Sex	The proposal has an equally positive outcome for all groups.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	The proposal has an equally positive outcome for all groups.		
Welsh Language	The proposal has an equally positive outcome for all groups.		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The proposal has an equally positive outcome for all groups		
Corporate Parenting	The proposal has an equally positive outcome for all groups		

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

- This is a statutory requirement in line with Section 197 of the Education Act 2002. It is a Wales only provision in which Welsh Ministers require all Local Authorities in Wales to enter into individual Partnership Agreements with the Governing Bodies of schools they maintain.

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

This is a statutory requirement on the Local Authority, it will have an equally positive impact on all and will enhance and sustain existing partnership working between the LA and Governing Bodies and will provide clarity on expectations of each other.

There is a requirement for the Partnership Agreement to be reviewed every 5 years.

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

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

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

The impacts of this proposal will be evaluated on:	January 2024
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

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monmouthshire
sir fynwy

MONMOUTHSHIRE COUNTY COUNCIL
AND
MAINTAINED SCHOOLS PARTNERSHIP
AGREEMENT
SEPTEMBER 2019 TO SEPTEMBER
2022

July 2019

Review date July 2022

The Maintained Schools (Partnership Agreements) (Wales) Regulations 2007

Monmouthshire County Council (the Council) has a duty to 'promote high standards of education'. The Council also has a duty in law to ensure that pupils' special education needs are identified and appropriately met (Education Act 1996 and SEN Code of Practice for Wales 2002). This is defined by Estyn and the Welsh Government into particular functions that are expected to be delivered. Estyn inspect these functions at regular intervals.

Section 197 of the Education Act 2002, requires councils to enter into a partnership agreement with the governing body of each school maintained by the Local Authority (the LA). The 2007 Regulations impose duties upon all Councils in Wales and Governing Bodies of schools maintained by them, including maintained nursery schools, but excluding pupil referral units, to enter into Partnership Agreements.

The agreement must set out how Monmouthshire County Council and a school will carry out their respective functions in relation to a school. The purpose of Partnership Agreements is therefore to sustain and enhance existing partnership working between the Council and its schools.

Partnership Agreements last for three years, however an individual Partnership Agreement may be reviewed should a serious concern about the school arise during the year.

In the case where the Council and school cannot reach agreement then the Council is entitled to draw up a statement setting out how it and the school are to discharge their respective functions.

Council/LA Schools Partnership Agreement

This agreement sets out how Monmouthshire County Council (the Council) and maintained school Governing Bodies (schools) will carry out their respective functions. The purpose of the agreement is to sustain and enhance partnership working between the Council and its schools to raise standards, improve wellbeing and deliver the Council's vision for education.

The Governing Body of a maintained school is responsible for the conduct and standards of the school. The Council shares responsibility for standards in schools, for school improvement (including the use of statutory powers of intervention), for the organisation of schools and for the overall provision of education services in Monmouthshire.

The LA recognises the significant role that headteachers, school leadership teams and all school staff play in the provision of education in Monmouthshire.

However, the purpose of this partnership agreement is to set out respective responsibilities of the Council and Governing Bodies only.

The headteacher, senior school management teams and school staff responsibilities form a partnership agreement with the Governing Body and school employees

This Partnership Agreement applies to all maintained schools. Governing Bodies of voluntary aided and foundation schools will have additional responsibilities in relation to governance, admissions, staffing and buildings and will have a relationship with the Diocese or Trust. Voluntary aided schools (VA) Schools are distinct from community schools in that the Governing Body is both the employer and the admissions authority. The premises are held in trust by a Foundation, usually a church, and the Governing Body employs the staff and is responsible for the religious education. Due regard will, therefore, need to be taken of the responsibilities of the Governing Body of a VA school in respect of the Government of Maintained Schools Regulations (2005) and the Staffing of Maintained Schools (Wales) Regulations (2006) and of the particular role of Foundation Governors in this context.

The Essential Duties of the Partners.

Council's role	Schools to respond by
<ul style="list-style-type: none"> • To assist the sharing of good practice between schools, and through opportunities for professional development • To provide schools with appropriate and transparent funding • To ensure effective leadership, management and governance in schools • To support improvements in teaching and learning through local and national initiatives • To provide schools with high quality comparative information on performance • To make an informed view on this data and to share this view with schools • To agree challenging targets for pupil/student achievement, attainment, attendance and exclusions with schools 	<ul style="list-style-type: none"> • Embedding a process of self-evaluation through which the school challenges itself to improve • Determining spending priorities to reflect the needs of the school • The Governing Body, as required by the Minister/ Cabinet Secretary, making an informed view on data and sharing that view with the Council • Setting challenging targets for pupil/student achievement, attainment, attendance and exclusions and agreeing these with the local authority and finalising these with the local authority within agreed timescales • Maintaining a School Improvement Plan and sharing that plan with the Local Authority

<ul style="list-style-type: none"> • To challenge and support all schools to improve, but targeting support in proportion to need • To intervene in schools to secure improvement when appropriate • To undertake the regional processes for school improvement • To make arrangements for the identification of those pupils with additional learning needs (ALN) and to ensure suitable provision for pupils who have identified needs so they are included and have equality of opportunity to help them achieve their potential • To provide an adequate number of places in a suitable learning environment for all pupils according to their parents' stated preference, and to provide free transport in accordance with the stated policy of the Council • To support schools in maintaining good attendance 	<ul style="list-style-type: none"> • Being prepared to share its good practice with other schools in ways that are not unduly onerous • Harnessing local and national initiatives in ways best suited to the school and its needs • Ensuring that all staff have access to professional development • Undertaking the regional processes for school improvement • Ensuring pupils who have special educational needs or additional learning needs have their needs identified and appropriately met so they are included and have equality of opportunity to achieve their potential • Maintaining good pupil attendance and minimizing the need to exclude • Ensuring the needs of the majority of learners with social, emotional and behavioural difficulties are met through mainstream education and exclusions kept to a minimum. • Maintaining a positive and well-kept learning environment
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The essential education duties and responsibilities rest within the remit of the Chief Officer Children and Young People and with the relevant Head of Service in his/her absence.

Community maintained, foundation, voluntary aided and voluntary controlled schools

The respective functions of the Council and Governing Bodies vary according to the school category. The main differences are summarised below:

	Staffing	Admissions	School Premises and Capital
COMMUNITY AND COMMUNITY SPECIAL	For schools with delegated budgets, the Governing Body has responsibility for staff recruitment, pay, discipline and dismissal. Some obligations remain with the Council e.g. statutory redundancy pay.	Council	Premises owned by Council Capital funding provided by Council.
VOLUNTARY CONTROLLED	As community and community special schools	Council	Premises held on trust by a Foundation. Capital funding provided by Council.
FOUNDATION	Staff employed by Governing Body.	Governing Body	Premises held on trust by a Foundation. Capital funding provided by Council.
VOLUNTARY AIDED	Staff employed by Governing Body.	Governing Body	Premises held on trust by a Foundation. Capital funding provided by Council and or WG.

The Council commissions' statutory school improvement functions such as monitoring, support, challenge and intervention through the South East Wales Education Achievement Service (EAS). The Council monitors work carried out by the EAS very closely however, under these commissioning arrangements, accountability for effective school improvement remains with the Council.

Each school has an allocated Challenge Adviser who delivers the statutory school improvement function on behalf of the Council.

The school's Challenge Adviser will work closely with the Governing Body, the headteacher and the school's senior leadership team to deliver effective school improvement functions in inverse proportion to the success of the school.

A dedicated Principal Challenge Adviser within the EAS is allocated to work closely with the Head of Standards and Achievement to keep the performance of schools under review.

The Council works closely with EAS to ensure that a differentiated programme of challenge, support, monitoring and intervention is delivered to schools in Monmouthshire.

The School Standards and Organisation Act (Wales) 2013 and the National Model for Regional working underpins operational arrangements across Monmouthshire and the EAS.

1. Targets for pupil progress, attendance and exclusions

Pupil Progress (Statutory Function)

There are a number of statutory performance indicators determined by the Welsh Government (WG) that must be reported on each year. These underpin the core functions of the Council to promote standards, continuous improvement and best practice. In addition, the Council has a number of local indicators used to monitor performance. The Council relies on schools to forward their targets so that information reported to WG is based on actual and reliable performance data at school level.

Targets must:

- Provide appropriate challenge for all children and young people
- Be based on reliable and secure evidence of performance and prior attainment of children and young people individually and as a cohort, and
- Inform the school improvement process.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Promote standards, continuous improvement and best practice across all school, challenging underperformance where appropriate • Agree targets with Governing Bodies for pupil attainment at the end of each Key Stage against a range of WG specified indicators and non-specified targets identified by the school to reflect their contextual priorities • Facilitate training for governors and school staff on raising attainment and sharing good practice; • Promote school-to-school working and support • Through EAS, provide differentiated support, challenge and intervention to schools for raising attainment in line with the Council's policy for monitoring, support and intervention in schools • Monitor and work with partners to reduce the number of young people 	<ul style="list-style-type: none"> • Approve appropriate, sufficiently challenging and ambitious targets • In line with statutory processes and guidance, agree targets with the Council by 31st December each year, and use the performance data to support school improvement initiatives • Ensure that whole school targets are provided to the Council electronically within the agreed timescales. • Continuously monitor, discuss and analyses performance to review targets for improvement • Ensure consistent focus on delivery of agreed targets. • Ensure that key personnel attend relevant timely professional development activities • Publish school performance data via the school prospectus and Governors Annual Report to parents in line with statutory requirements, • Ensure that individual pupil data is shared using the appropriate electronic system in a timely manner

becoming NEET (Not in Education, Employment or Training) after leaving Year 11	<ul style="list-style-type: none"> Engage with school networks for improvement and actively contribute to Cluster working.
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Attendance (Statutory Function)

What the Council will do	What the school will do
<ul style="list-style-type: none"> Approve whole Council targets for attendance at Primary and Secondary phase Discuss targets with headteachers for attendance against a range of national indicators and local performance indicators using latest available quartile data Monitor, analyse and discuss attendance data with partners to secure improvements to attendance levels Set 3 year rolling targets with schools, to be reviewed annually Monitor discuss and analyse attendance data for schools on the Council's agreed electronic system Undertake register inspections in schools Provide data on progress to EAS challenge advisor as part of the programmed meeting cycle Provide advice to schools on attendance data Facilitate training for governors and school staff on raising attendance and sharing good practice Provide support, guidance and intervention for schools to improve attendance <p>Implement statutory changes to the law e.g. fixed penalty notices.</p>	<ul style="list-style-type: none"> Ensure that systems are in place and used for the school to enter data on the register Ensure that the school provides data for the Council weekly for secondary and half termly for primary schools. Agree and provide 3 year rolling targets in an electronic format to the Council within agreed timeframes Monitor, discuss and analyse attendance data to support targeted interventions to raise attendance at schools Implement Council and national policies in accordance with the prescribed time frames To ensure that a pupil who transfers schools is enrolled immediately following admission by the Local Authority

Exclusions (non- statutory function)

What the Council will do	What the school will do
<ul style="list-style-type: none"> Approve whole Council targets for reducing exclusion for all schools; Provide training, advice and support on the correct use of the exclusion process and the promotion of 	<ul style="list-style-type: none"> Work with the Council to ensure that governors have a correct understanding of the use of exclusions and the procedures involved through relevant training

<p>alternative strategies to exclusion, including managed move meetings</p> <ul style="list-style-type: none"> • Support schools in setting appropriate and realistic targets for the reduction of exclusions • Support schools in carrying out managed moves as a recognised strategy for managing behaviour in line with principles of WG managed move guidance • Support Governing Bodies in their consideration of exclusions and provide further support once the decision is made to exclude; and, • Collate and report exclusions statistics as required to the WG • Support schools by providing outreach behaviour support, respite care and highly effective interventions to minimise exclusions 	<ul style="list-style-type: none"> • Ensure that exclusion data is monitored regularly and school have in place arrangements to minimise exclusions • Ensure that all incidents of exclusions are recorded immediately on the school's database and report all exclusions within one day to the Council's Lead Officer for Exclusions • Ensure that accurate information is transferred to a pupil's new school via the agreed transfer system in accordance with relevant guidelines and timeframes set
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2. Targets for Learner Participation and Attainment for Schools

The Challenge Adviser will agree progress targets with each school annually. Targets should only be used to support self-evaluation, it is no longer appropriate for targets to be aggregated up to a school, Local Authority or regional measure of performance.

3. Monitoring, Challenge, Support and Intervention.

Monitoring schools (statutory function)

The Council has a statutory role in monitoring the quality of education provision and standards of performance in all educational establishments. In 2012, the Council commissioned the Education Achievement Service (EAS) to deliver these functions to schools on their behalf. Whilst the EAS has no statutory responsibilities, it undertakes a broad range of school improvement activities on behalf of the statutorily accountable Council and is commissioned and funded in part by the Council to contribute to the raising of standards wellbeing in accordance with the Council's vision.

The EAS produces, in collaboration with the Council, a business plan and an annex with specific priorities pertaining to Monmouthshire on an annual basis. The plan is scrutinised by the Children and Young People Standing Select Committee and agreed by the Cabinet.

The National Categorisation System takes account of a range of school performance indicators to determine an overall support category. The system is based on a model that evaluates how well a school is meeting national priorities which determines the support category for the school. The category for each school is discussed and agreed with the Council.

The categorisation colour indicates the level of support a school requires – green, yellow, amber or red (with the schools in the green category needing the least support and those in the red category needing the most intensive support). Each school will receive a tailored programme of support, challenge and intervention based on this category.

The EAS outlines the categorisation process and arrangements for monitoring, evaluation and challenge for schools in each support category through the SEWC Peer Review Programme and Schools Causing Concern Protocol 2018/19. In addition to the national categorisation model, the Council has developed similar processes to address the agreed wellbeing priority; these include attendance/absence, fixed and permanent exclusions and anti-bullying and discriminatory incidents. Since September 2018, the Council has extended these processes to include the financial management of schools.

The region implements a Schools Causing Concern Register which is used to review the actions taken by the EAS, Council and religious authority (if appropriate) for each school identified at risk in order to ensure that appropriate support and challenge has been provided to secure the necessary improvement and to improve regional consistency, particularly the use of statutory powers. Schools listed on the register are agreed with the Council. The Headteacher and Governing Body will be notified if they are placed on, or removed from, the Schools Causing Concern Register.

The EAS and Council, working in partnership with schools, play a key role in monitoring the quality of education provision and standards of performance and in providing support necessary to improve the school and achieve the Council's vision for Education. This process will be school led and will feature school to school support and cluster collaboration where this adds value.

However, the Council has a statutory responsibility for intervening where necessary when the school presents as a cause for concern, where there are concerns about school standards and/or leadership, or where urgent health and safety issues are apparent. The School Standards Organisation (Wales) Act 2013 details the six grounds for intervention.

Where the Council is satisfied that one or more of grounds 1 to 6 exist, the Council may give a Warning Notice to the Governing Body of the school which they have a statutory duty to accept. Further, where a school is judged to require significant improvement or special measures, the Council has the power to intervene in order to bring about the required improvement.

The use of these statutory powers is applied in exceptional circumstances. Moreover, the Council's statutory role of monitoring will be effectively discharged through professional dialogue, close partnership work with the school, the commissioned EAS, and in the case of schools with a religious character, the relevant Diocesan Director of Education.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • The Council will agree strategic priorities that will be included in the EAS Business Plan • The production, analysis and timely distribution of a range of school performance information including academic standards, attendance, inclusion and financial information • Sharing of analysis and commentary on performance including the identification of issues and their relative significance through the meetings Challenge Adviser reports and correspondence with schools • Monitoring of progress towards agreed performance targets • Evaluation of school documentation as appropriate to the monitoring activity • Evaluation of a range of reports from agencies such as Estyn and audit reports when required • Commissioning whole school reviews in collaboration with the school/Governing Body to review areas requiring improvement and provide support • Agreeing a programme of Council commissioned targeted support in individual schools which is based on data analysis and is inversely proportional to success • Promoting a programme of professional development for practitioners and school leaders this is the professional Learning Offer from the EAS • Implement the agreed Regional Schools Causing Concern Protocol • Promote school to school improvement networks and initiatives which reduce dependence on Council and EAS support - see 	<ul style="list-style-type: none"> • Develop an effective self-evaluation process and monitor as a means of identifying strengths and areas of improvement • Discuss and evaluate aspects of school provision with Officers and Challenge Advisors • Ensure that the school has an up to date School Improvement Plan (SIP) meeting statutory requirements in place by 1st September each year improve, implement and monitor the action plan • Monitor, review and update the SIP on a regular basis • Update the self-evaluation process at regular intervals to reflect progress and emerging priorities • Provide a range of data for relevant audiences/ meetings • Attend meetings at the request of the Chief Officer • Evaluate the performance of all staff, including induction arrangements for newly qualified teachers in line with local and national arrangements; • Provide, in an electronic format, all relevant policies and key documents in a timely manner to the Council in accordance with the list published by Estyn • Consider and develop proposals that enhance opportunities for school-to-school support and collaboration where this enables the sharing of good practice and effective deployment of resources • Participate in the cluster working and other self-development networks that reduce dependence on Council and EAS support

Identifying and Responding to Schools Causing Concern (Statutory Function)

The Council has a duty of care for all its schools and will provide support for its schools relative to their need. This will necessitate a differentiated programme of support, delivered in partnership with the school and EAS and supportive of identified need. This work is commissioned through the EAS.

The National Categorisation Model identifies the nature and extent of the differentiated programme of support to schools, dependent on their needs.

The Council and EAS are mindful of the criteria provided by Estyn through the inspection framework relating to schools causing concern and of its duties as described in legislation for schools in need of significant improvement and schools requiring special measures and the specific arrangements for managing schools causing concern.

Support the Council will offer to schools giving cause for concern.

The Council has agreed a regional EAS Schools Causing Concern Protocol that details the arrangements governing the Council's work with schools causing concern. This is aligned to the WG statutory guidance for schools and Councils in respect of schools causing concern.

As such, the full implementation and close monitoring of the School's Intervention Plan (support plan, or Post Inspection Action Plan dependent upon the circumstances and category of support required) is a central feature of the work that the school, the Council and EAS will undertake to secure the required improvement.

Support Plans are required when the school is judged to be a school that is presenting as a cause for concern (SCC), is usually categorised as red (but not always), and/or schools requiring significant improvement or special measures are required either as recognised by Estyn, or by the Council and EAS.

A Support Plan is agreed by the Council and is monitored through regular meetings with the Headteacher, Chair of Governors, Principle Challenge Adviser, Head of Service and Chief Officer for Children and Young People Directorate (or representative), as well as by the Cabinet Member for Children and Young People in the Council.

The regionally agreed protocol for Schools Causing Concern and the termly School Causing Concern Risk Register meetings guide operational activity and support for schools presenting as such.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Ensure all schools fully understand the nature and extent of support they will receive in order for them to improve. Support may be through an Education Improvement Board and/or an Intervention Board approach. Regional policies will guide all activity in this area of work • Through the EAS, assist the school in drawing up an action plan and approve it prior to submission to Estyn. This may be a Post Inspection Action Plan or a Support Plan as appropriate • Ensure these plans set out the nature and extent of support to be provided by the EAS, the LA and other providers. It will include the LAs plans of support for the school and detail the half-termly monitoring schedule • The Challenge Adviser will produce a progress report on behalf of the LA prior to any Estyn re-visit and after Intervention Panel meetings • The Challenge Adviser will update the Plans and provide an up-dated progress report to the Chief Officer Children and Young People and Diocesan Director of Education • The Chief Officer Children and Young People will work closely with the Challenge Adviser to coordinate LA based support such as Finance, Human Resources, Governor Support, premises and ALN • The Intervention Panel will monitor the progress by schools in addressing concerns raised and/or progress towards Estyn recommendations • The Council may consider using its powers of intervention in order to improve the school. Should this be the case, the Council will advise the school in writing that statutory powers to address the needs of a school causing concern are to be invoked, explaining reasons for the intervention and actions arising 	<ul style="list-style-type: none"> • Work with LA and EAS to produce an effective School Improvement Plan, which will be reported to the full Governing Body • Explore and engage in all available options to build capacity including school to school support or the sharing of resources in accordance with the Council's vision • Establish a rigorous monitoring system to ensure that the action plan is operational with the agreed timescales and the school make the required progress • Provide regular updates in line with the Plan to the LA on progress made, identifying any barriers to the successful implementation of actions to achieve the desired outcomes • The school, specifically the Chair of the Governing Body and Headteacher will attend regular meetings of the Intervention Board to evidence progress made by the school • The Chair of the Governing Body and Headteacher will report progress against the Action Plan and any areas of slippage to the Governing Body along with the recommended remedial actions • Should the Council issue a Warning Notice to Improve to the school and implement certain interventions, the Governing Body will comply in full with the conditions as set out in the Warning Notice • The Chair of Governors shall make all school governors aware of the Warning Letter and its full contents • The Chair of the Governing Body will make all governors aware of the interventions that the Council is invoking • The Governing Body will comply with all interventions as listed

<ul style="list-style-type: none"> • Should statutory powers of Council intervention be invoked, the Council will monitor progress half-termly through the agreed process • The Council will lift the conditions pertinent to the Warning Notice when the required improvements have been made by the school • The Council will inform the school and Governing Body and Welsh Government in writing when the Warning Letter is to be lifted. 	
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The Chief Officer Children and Young People will meet all School Governors to fully explain the contents of the Warning Letter and respond to any questions.

Providing, Maintaining and Using Data

The Council will provide services working in partnership with schools and outside agencies to promote the effective and efficient use of Capita SIMS and the provision of support for both statutory and non-statutory data.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Advice on compliance with the GDPR and Freedom of Information Acts • Provision of advice and support to schools on the use of Capita SIMS and ONE • Provision of data via the school to school (s2s) website • Advice on hardware specification requirements to host SIMS software • Installation of Capita Sims/ ONE upgrades and patches as required • The administration and management of performance data • The administration of standardised assessment programme(s) where appropriate • Compliance with GDPR and Freedom of Information for all data that is held by the Council • Provide relevant and agreed data to regional partners and Diocesan Director of Education 	<ul style="list-style-type: none"> • Ensure compliance with any statutory obligations relating to information or data e.g. Freedom of Information Act; GDPR • Ensure entry and maintenance of all pupil data in a secure, timely and accurate manner on the School Information Management System including LAC, ALN status, religion, ethnicity, language, and other vulnerable groups • At least annually, and upon admission to the school, verify with parents/ carers pupils' personal details including legal and preferred names and maintain accurate addresses (pupils and other contacts) • Ensure that anti-discriminatory monitoring and analysis by minority group type (e.g. religion, ethnicity, language) is recorded accurately and in a timely manner and returned to the LA every half term

<ul style="list-style-type: none"> Analyse school and setting data to determine quality and standards, and to identify emerging trends 	<ul style="list-style-type: none"> Ensure the school maintains its computer systems, taking reasonable precautions against malicious software hackers. This includes using only software which is current, supported by its supplier and properly licensed and implementing suitable protocols around the use of personal devices
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Supporting Staff Development to achieve School Improvement and High Standards.

As part of its regular programme of work and in conjunction with the EAS, the Council will monitor and support effective staff development and performance management. The Council is clear that the quality of support to develop the quality of teaching and learning is a fundamental aspect of the school improvement agenda. Whilst the prime responsibilities for development rest with the school, the Council and EAS also have a role in promoting school to school sharing of best practice, helping schools and clusters to create effective development opportunities and being consistent in their commitment to build self-reliant and self-improving networks of schools.

What the Council will do	What the school will do
<ul style="list-style-type: none"> Ensure effective Performance Management arrangements are in place for all headteachers Through the EAS, support schools in making effective use of the school and cluster EIG, PDG and other grants to address priority areas and bring about sustainable improvements Through Challenge Adviser visits and school financial, monitoring, evaluate the use of the grant and its impact on pupil outcomes and wellbeing Provide schools with authority-wide performance priorities and strategic objectives to secure further in KS3 and KS4 Through the EAS, offer a suitable range of professional development opportunities 	<ul style="list-style-type: none"> Ensure that performance management and other systems are appropriate and comply in full with statutory requirements including those for the headteacher Explore and establish relevant cluster based staff development opportunities Ensure all staff have opportunities within and beyond the school to share and access best practice to develop their skills and knowledge Ensure all staff have opportunities within and beyond the school to share and access best practice to develop their skills and knowledge

<p>through the Professional Learning Offer and bespoke packages of support including early intervention and catch up strategies</p> <ul style="list-style-type: none"> • Keep Governing Bodies informed of school performance and school performance priorities across the LA • Liaise with schools and the EAS to secure an appropriate level of delegated grant funding for schools • Ensure all schools are aware of LA priorities through regular discussion at Headteacher meetings • Provide opportunities for sharing and promoting best practice between schools in partnership with the EAS • Provide a suitable range of support and development programmes to support inclusion and ALN • Evaluate the impact of the support to schools and identify priority areas for development 	<ul style="list-style-type: none"> • Evaluate the impact of staff development on school improvement standards and value for money • Provide regular opportunities for dissemination of skills and expertise derived from staff development
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5. Governing Body Training and Reports

Although the Governing Body of a maintained school is responsible for the conduct and standards of the school, the Council shares responsibility for standards and discharges strategic responsibilities for the overall provision of education services within Monmouthshire. In discharging some of its Governors Support functions the Council commissions the EAS to fulfil the delivery of the Governor Support Service.

Council in the way in which they conduct themselves and in the decisions that they take. The role of the governor is demanding but can be a crucial factor in building school capacity and improving school performance. As illustrated by this Partnership Agreement, governors fulfil an essential role and it is incumbent upon the Council to help ensure that they have access to the support and training needed to be effective, and to play their part in delivering the Council's vision for education as part of a self-improving system less dependent on Council intervention. Governing Bodies need, therefore, to have regard to the roles and responsibilities of the County Council.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Provide advice and guidance to Governing Bodies on their role and responsibilities in respect of the discharge of their duties and aligned to identified training needs • Provide appropriate bespoke support and challenge for all schools • Support governors in the development of school to school support and self-improving governor networks • Maintain and share sources of best practice via publications i.e. various guidance booklets, handbooks • Devise and coordinate an annual governor training programme that includes the mandatory element of induction, Chair, Clerk and data sessions where necessary as well as legislative updates and topical issues as identified in the Monmouthshire governor training needs • Recruit, train, support and performance manage all Clerks to Governing Bodies employed by the EAS • Support the Monmouthshire Association of School Governors and termly governor meetings with the Chief Officer CYP and his representatives • Facilitate all Local Authority governor recruitment and appointment processes • Support schools with the recruitment and appointment process for Parent Governors, including VA Schools if the Governing Body buys into the EAS clerking service. • Establish Governing Bodies, prepare and update the Instrument of Government • Ensure appropriate arrangements are in place to facilitate DBS checks; • Maintain a record of attendance at training and development events • Enable Governing Bodies to undertake annual self-evaluation 	<ul style="list-style-type: none"> • Provide the following reports / updates to the Council on the discharge of its function: <ul style="list-style-type: none"> ▪ Signed minutes for all meetings of the full Governing Body and all committees, statutory and non-statutory ▪ Targets for pupil performance and attendance ▪ School self-evaluation process ▪ School Development Plan ▪ Annual Finance Report ▪ Annual Health and Safety Report ▪ Private fund account statement ▪ Governors' Annual Report to Parents ▪ Post Inspection Action Plan following Estyn inspection ▪ Governing Bodies must make available to the Council on request copies of all statutory and non-statutory policies and document (full list on the Governors Wales website) ▪ Information regarding any incidents that have to be recorded e.g., racial, substance misuse, bullying and child protection • Respond to written concerns raised by the Council regarding the performance of the school or the Headteacher and notify the Council of any action the Governing Body proposes to take in light of such reports • To consider how governors can best contribute to school performance and identify the knowledge and skills which will support their development • Build relationships with cluster and network governors to share experiences and good practice. • Identify the skills and abilities needed by the Governing Body to fulfil their obligations under this

<p>process of its performance and impact in order to further improve governance</p> <ul style="list-style-type: none"> • Provide advice and support in respect of legal issues as required. Where the advice is not taken, the Governing Body is responsible for any resultant costs • Seek to maintain a very low governor turnover rate • Ensure that all secondary schools have an Associate Pupil Governor on the governing body • To liaise with Diocesan Authorities re specific areas of governance in the Voluntary Aided and Voluntary Controlled Schools 	<p>Partnership Agreement through the self-evaluation toolkit</p> <ul style="list-style-type: none"> • Ensure appropriate Governing Body consideration of their obligations as detailed in this partnership agreement including performance, wellbeing, financial management, pay policy and complaints procedures • To promote attendance of governors at training courses • To ensure that appropriate agenda items and documents are received in accordance with the timeframes prescribed by the EAS governor support function • As part of self-evaluation identify training needs of individual governors and the governing body as a whole and arrange support/ training as appropriate • Facilitate the induction of new governors • Ensure that the attendance/ disqualification of governors is managed in accordance with regulations, and • Notify the LA of the named governors for ALN, Health and Safety, Safeguarding, LAC and Governor Training
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6 Responsibility of the school and Council for Premises and Buildings

It is the responsibility of the Governing Body to ensure a safe and secure working environment for school staff and pupils; as detailed in Section 40, schedule 13 of the Schools Standards and Framework Act 1998. The Control of School Premises (Wales) Regulation 2008 set out the arrangements for the control of school premises.

In delivering its vision for education and promoting wellbeing, the Council is clear that school premises must be viewed as a resource not only for pupils, but also for the wider community. The role of schools is integral to community provision. Schools are expected to promote and maximise availability for community use, including continued use and further development of school buildings within the local community to cost effectively increase levels of community activity.

The Council and schools will seek out opportunities to develop their community role. This will help improve pupils' attainment and instill a sense of ownership and engagement with the school amongst parents/ guardians, carers and the wider community.

The Council and schools will give priority to activities that support and promote pupils' learning, health, well-being, and that of the wider community generally.

The Council also encourages multi-agency use of school facilities so that adults and children and young people will have better access to local services such as primary health, social care, childcare, early learning and other leisure and community learning activities.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Manage strategic and operational investment into the school estate- both capital and revenue; • Monitor the effectiveness of the school estate, particularly with reference to changes to: school capacity calculations and plans in terms of room usage and development; management of surplus and sufficiency issues in line with the provision of pupil places; suitability and condition of premises; and, facilities management in terms of repairs, maintenance, Health and Safety/Fire Risk Assessment action planning and resolution • Produce, review and administer the Division of Responsibilities Guidance, linked to ensuring appropriate financial accountability for property maintenance- along with the timely resolution of property-based issues • Undertake annual facilities reviews in informing minor and planned work programming; • Provide directions and advice about the use of school premises, • Provide of health and safety advice and monitoring. 	<ul style="list-style-type: none"> • Control over the occupation and use of the school premises for all categories of school, both during and outside of school hours (subject to any provisions of a school's trust deed conferring rights on trustees or others). This does not include caretaker houses • Develop arrangements to make premises available for community use outside of school hours • Seek Council advice on transfer of control agreements giving third parties control of premises to promote community use • Recognise the legal right of the Council to make directions in accordance with Council policies about community use • Comply with the Councils' policy for the use of and charging for school premises

<ul style="list-style-type: none"> • Manage school capacities, planning reductions of surplus places to reflect pupil projections and to ensure sufficiency of school places; • Support the engagement of partners such as Early Years providers in Community Schools: • Seek to avoid any conflict with activities already planned by the school for that academic year; • Issue any tenancy agreements and or licenses to occupy premises as required; and, • Support in the drafting of agreements for the use of school premises 	
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Repairs and Maintenance of School Premises

School premises and building stock must be maintained to an acceptable level in order to complement education provision and ensure an effective and appropriate teaching and learning environment. Where a significant improvement is made to a school and/ or additions to a building or school site, capital monies prioritised and allocated by the Council may assist.

For maintenance and repair work, guidance on responsibilities is detailed in the document on division of responsibilities between the Council and schools.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Produce, review and administer the Division of Responsibilities Guidance linked to ensuring appropriate financial accountability for property maintenance - along with the timely resolution of property-based issues • Undertake annual facilities reviews in informing minor and planned work programming • Facilities management in terms of Health and Safety/ Fire Risk Assessment action resolution • Provide clear advice on school obligations for property maintenance 	<ul style="list-style-type: none"> • Be aware of responsibilities for maintenance, as detailed in the Council's division of responsibility document • Be responsible for all repairs as detailed in the division of responsibility document • Ensure that emergency repairs are dealt with promptly to prevent the problem from escalating and costs rising; • Undertake routine building maintenance to secure acceptable standards of accommodation for teaching and learning

<ul style="list-style-type: none"> • Provide advice and support to schools on the expenditure and management of their delegated budget for property maintenance • Manage, monitor, deliver and inform the direction of future capital investment into the school estate, via both the Council's Capital Programme and Welsh Government's 21st Century Schools Programme • To undertake a rolling programme of condition surveys also assessing suitability of buildings • Issue specific advice on School Asbestos Management, ensuring Asbestos Registers are in place, communicated and monitored. 	<ul style="list-style-type: none"> • Maintain the asbestos register and to ensure that all staff and contractors are made aware of the asbestos register • Ensure contractors sign the asbestos register before undertaking any work • Consult the Council before progressing any proposals for new build or structural change to the school premises • Advise the Council in the event of a caretaker's house becomes vacant or the caretaker's contact terminating
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7. Effective Transition Arrangements

Effective transition of pupils between each key phase of learning has been recognised by Welsh Government, Estyn, and Councils as having a major impact on the wellbeing and standards of achievement of all pupils. This is crucial when pupils transfer between schools and other learning providers and particularly for vulnerable pupils and those with ALN

The following provides an outline of the roles of schools and the Council, working in partnership, to ensure effective management of transition between the key stages.

Roles of school and Council to develop effective transition for pupils from nursery to primary school.

Children enter the Foundation Phase from the age of three. The school is responsible for ensuring that an effective transition plan is in place in line with the Councils admissions process and ensuring appropriate links with non-maintained and early year's settings, in providing effective transition opportunities.

What the Council will do	What the School will do
<ul style="list-style-type: none"> • Publish an admissions policy compliant with legislation for nursery and statutory education • Strategically manage school places • Undertake annual assessments of school capacities to determine admission numbers • Facilitate the Monmouthshire Admissions Forum and strategic 	<ul style="list-style-type: none"> • Following notification from the Council of a new admission, ensure enrollment is managed promptly and in line with the Council policy • Provide the Council with up-to-date information on pupil movement and changes to numbers on roll • Provide the Council with up to date information on class organisation

<p>support for voluntary aided arrangements</p> <ul style="list-style-type: none"> • Administer the published Admission Arrangements, in line with the School Admissions Code 2013 • Publish an annual composite prospectus for parents / carers setting out the determined admission arrangements and process to apply for school places • Publish details, and advise parents who have been refused a place, of their legal right to appeal and present the case for refusal at Appeals Panel hearings • For community maintained schools, process school admission requests in accordance with the Council's admission policy within the required timeframes detailed within the Council's Policy • Share admission/ pupil data and transfer information with schools; • Administer in-year transfers in line with the Council's Policy, ensuring the relevant processing timescales and requirements are met • Provide specialist support, advice and guidance to pre-school settings and schools for pupils with additional learning needs 	<ul style="list-style-type: none"> • Provide the Council with regular updates on changes to pupil information e.g. a change of address • Where the Council is unable to offer a school place at the preferred school, support the decision that has been made by the Council where determined in line with the agreed admissions policy • Provide the Council with supportive information in respect of school admissions appeal hearings, whereby the team are arguing on behalf of the school • Establish links with cluster primary schools, Flying Start settings and non-maintained settings • Follow best practice to ensure a smooth transition by providing information about the child, including interests and areas for development, to the relevant school • Use pupil portfolios, if appropriate, to individualise each pupil's progress, including likes and dislikes • Set up visits to build up personal relationships • Invite parents to events • Provide parents with an information pack • Promote self-confidence and positive attitudes to learning in all children • In addition to the above, governors of foundation and voluntary aided schools must provide timely admission information to the Council
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Roles of school and Council to develop effective transition for pupils from Key Stage 2 to Key Stage 3 (statutory function)

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Publish an Admissions Policy compliant with legislation for statutory education • Publish an annual composite prospectus for parents / carers setting out the determined admission arrangements and process to apply for school place • Facilitate the Monmouthshire Admissions Forum and strategic support for voluntary aided arrangements • Undertake annual assessments of school capacities to determine admission numbers • Strategically manage school places • Administer the published admissions arrangements, in line with the School Admissions Code (2013) • Publish details, and advise those who have been refused a place, of parents' legal rights to appeal and to present the case against refusal at Appeals Panel hearings • For community maintained schools, process school admission requests in accordance with the Council's admission policy within the required timeframes detailed within the Council's policy • Share admission/ pupil data and transfer information with schools; administer in-year transfers in line with the Council's policy, ensuring that the relevant processing timescales and requirements are met • Work with clusters of schools to develop, monitor and review transition plans and practice to ensure transition is managed effectively 	<ul style="list-style-type: none"> • Following notification from the Council of a new admission, ensure enrollment is managed promptly and in line with the Council policy • Provide the Council with up-to-date information on pupil movement and changes to numbers on roll • Provide the Council with up to date information on class organization • Provide the Council with regular updates on changes to pupil information, e.g. a change of address • Where the Council is unable to offer a school place at the preferred school, support the decision that has been made by the Council where determined in line with the agreed admissions policy • Provide the Council with supportive information in respect of school admissions appeal hearings, when the team are arguing on behalf of the school • Produce a transition plan in accordance with Welsh Government guidance; • Identify and develop cluster based models for transition as part of the School Development Planning process • Recognise and secure the school's obligations to provide a transition plan for every pupil progressing to secondary education • Ensure continuity and progression in the delivery and planning of the curriculum across Key Stages • Ensure proper availability and use of pupil transfer data • Identify and target specific support at those pupils considered vulnerable.

<ul style="list-style-type: none"> • Facilitate the transfer of performance, attendance and other appropriate information in order that secondary schools meet the needs of learners • Support and develop curricular initiatives which create continuity of experiences for learners moving across phases and via the EAS professional learning offer to enable schools to access a range of programmes to support effective teaching and learning • Provide targeted support through agreed plans in partnership the commissioned EAS where there are significant challenges in raising standards • Facilitate, through the commissioned EAS cross phase cluster, assessment and moderation meetings, and promote the sharing of subject expertise and continuity in curriculum planning from Key Stage 2 to Key Stage 3 • Use data tools such as the NEET Early Identification Tool to identify learners needing support and, where appropriate, provide additional support through the Youth Service 	<ul style="list-style-type: none"> • Ensure parents/carers are fully informed of the transfer process • Monitor and evaluate the impact if improved transition arrangements on learners' progress and standards • Provide opportunities to maximise seamless transition for the pupil and their parents/carers
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Roles of school and Council to develop effective transition for pupils from Key Stage 3 to Key Stage 4 (non-statutory function)

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Through the EAS, work with schools, and other relevant agencies, coordinate the production of an options menu for 14-16 opportunities • Through the EAS, support and develop curricular activities which create continuity of experiences for learners moving across phases and offer advice support to individual needs and priorities; and 	<ul style="list-style-type: none"> • Make available a full options menu of qualifications and learning opportunities in line with statutory requirements • Ensure effective arrangements so that parents are fully involved in discussion and decisions relating to options • Encourage the planning of an Individual Learning Pathway for each pupil entering year 10 and

<ul style="list-style-type: none"> • Provide targeted support through agreed plans in partnership the commissioned EAS where there are significant challenges in raising standards • Use a range of data tools, such as the NEET Early Identification Tool, to identify learners needing support at the earliest opportunity and, where appropriate, provide additional support via Youth Service 	<ul style="list-style-type: none"> • have mechanisms in place to support and amend this Pathway • Ensure continuity and progression in the delivery and planning of curriculum across Key Stages 3 and 4; • Identify, target and provide specific support for all pupils considered to be vulnerable
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Roles of school and Council to develop effective transition for pupils from Key Stage 4 to post-16 provision (non-statutory function)

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Work with schools, the FE sector and other relevant agencies to coordinate the production of a post-16 prospectus of opportunities on an annual basis • Facilitate and promote a preventative agenda to reduce levels of NEET • Promote relationships between the school, careers' service and the pupil that is central to maintaining in education or training particularly for those learners who are likely to reject formal learning post-16 • Encourage post-16 providers to offer access to ongoing support and coaching for young people with the aim of improving retention or providing direction into better-matched provision 	<ul style="list-style-type: none"> • Make available access for pupils in Years 10 and 11 to independent careers advice and guidance. This should include collective information sessions on post-16 opportunities as part of delivered curriculum and one to one interviews with careers professionals at the request of the pupil • Arrange access for all pupils to Careers Wales Online through school IT systems and Local Authority information centres • Arrange access for all pupils in Years 10 and 11 to the full options menu at post-16 across the Authority area which includes information on possible access routes to the FE sector and training providers • Provide access to a trained Learning Coach for pupils as a source of guidance and learning support • Encourage the planning of an Individual Learning Pathway from each pupil from Year 10 onwards and have mechanisms in place to support and amend the Pathway choice • Liaise with relevant agencies and the voluntary sector in identifying Year 10 and 11 pupils unlikely to continue in education or training

	<p>post-16 prior to the end of formal education and adopt strategies that forge links between these pupils and these groups;</p> <ul style="list-style-type: none"> • Promote access to HE and FE institutions, training providers and employers through programmes of visits, careers fairs etc. and strive to provide pupils with the maximum amount of information on post 16 opportunities. • Work with other schools to share resources and improve access to post-16 opportunities. • Continue to monitor and track individual and groups of post 16 pupils in the same way as pre-16 pupils
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8. Wellbeing

Commitment to Secure Wellbeing

The Council and all schools have signed up to a vision statement for education which includes a collective commitment to provide children and young people with the best possible start in life to help them achieve better outcomes. The wellbeing of children and young people has a direct and tangible impact on their achievements in school.

The Council and schools recognise that the inclusion of a commitment to secure wellbeing as a core element of our vision statement for education represents a significant challenge and unavoidable obligation. In partnership with schools, the Council will seek to evaluate the effectiveness of the impact of approaches and interventions to promote children and young people's wellbeing

The following accountabilities reflect progress to date in developing our response to the many challenges involved in promoting, evaluating and monitoring wellbeing. However, a key accountability of the Council and schools will be to continue to work together to identify, develop and implement the improvements necessary to secure wellbeing.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Develop, in partnership with schools, a comprehensive strategy and advice to schools on measures to promote good wellbeing • The Council will work with schools to establish a framework 	<ul style="list-style-type: none"> • To work with the Council to develop policies and advice to establish arrangements to promote wellbeing • Ensure the school develops best practice to promote well-being

<p>to map how aspects of learner well-being are explicitly promoted through the curriculum and how the community, outside agencies and partners can help augment school provision to provide comprehensive and meaningful experiences to promote well-being</p> <ul style="list-style-type: none"> • The Council will work with schools to create a Good Practice Guide for schools that will: • Capture the extent of what is already being done to promote well-being across all aspects of school life • Analyse the quality of provision that is intended to promote well-being at a universal whole-school level as well as identify what is in place to support vulnerable groups and individuals • Map the extent that families/carers, communities, partners, outside agencies and the voluntary sector are utilised by schools to promote learner well-being and provide preventative and supportive services • Evaluate improvements in learner well-being using a range of qualitative and quantitative measures • Identify needs at a whole Authority level as well as at an individual school level so that targeted support can be provided • Regularly review arrangements to promote wellbeing in partnership with schools 	<ul style="list-style-type: none"> • Work collaboratively to secure effective partnership with parents and carers • Work collaboratively with partners, agencies and wider stakeholders to secure effective practice in promoting well-being • Identify and target specific support for pupils who are considered vulnerable • Operate a system which monitor and evaluates the impact of approaches and interventions to promote well-being • Work with the Council and school networks to develop initiatives to promote wellbeing
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9. Safeguarding

All education providers must ensure that they have effective systems in place to keep learners safe by creating a safe learning environment, identifying where there are child welfare concerns and taking action to address them, where appropriate, in partnership with other agencies and through the development of children's understanding, awareness and resilience through the curriculum.

The following accountabilities have been drafted to reflect the requirements that are set out in the Welsh Government Guidance "Keeping Learners Safe" (KLS) 158/2015 January 2015.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Ensure that an appropriate senior officer is designated to have lead responsibility for discharging its safeguarding duties in education, with a particular focus on child protection • Allocate resources to support the work of the South East Wales Safeguarding Children Board (SEWSCB) • Ensuring senior officers represent the authority on the SEWSCB and that the authority makes an effective contribution to planning coordinated services to meet the needs of children • Work with other agencies to put in place and support effective partnership working • Allocate resources to enable the authority and maintained schools to discharge their responsibilities for safeguarding children satisfactorily • Effective liaison with the appropriate diocesan authorities in respect of arrangements for aided schools in the area • Monitor the compliance of maintained schools with KLS guidance, and bring any deficiencies to the attention of the governing body of the school, advising upon the action needed to remedy them 	<ul style="list-style-type: none"> • Schools are accountable for ensuring effective policies and procedures are in place to safeguard and promote the welfare of children in accordance with relevant guidance, and monitoring its compliance with them • Appoint a designated governor for safeguarding • Schools should ensure that the safeguarding policy and procedures are in accordance with local authority guidance and locally agreed interagency procedures that are inclusive of service that extend beyond the school day, reviewed at least annually, made available to parents or carers on request and provided in a format appropriate to the understanding of all children • Review the safeguarding data on a termly basis to ensure compliance with safeguarding requirements to include training, safe recruitment and policy adoption • Ensure that all staff and volunteers undertake appropriate timely child protection training which is kept up to date with refresher training • Ensure that the Chair of Governors and the Designated Safeguarding Governor attend safeguarding training. • Consider attendance of full governing body training on safeguarding

<ul style="list-style-type: none"> • Resolve inter-agency problems as soon as they are identified • Play a full part in child practice reviews, review, revise procedures where appropriate, and disseminate information about relevant findings • Ensure that safeguarding training which meets SEWSCB standard is delivered to all staff and available for governors. • Maintain a record known as the safeguarding matrix to include KLS minimum data • Provide model policies for child protection for schools in line with relevant guidance • Oversee the management of allegations of abuse and liaise with relevant agencies • Meet with schools Designated Safeguarding Leads (DSL's) on a termly basis • Safeguard and promote the welfare of children who have not been allocated a school place, home educated or are excluded from school, including those being educated in pupil referral units, alternative provision or via the home tuition service • Have in place arrangements for overseeing allegations of abuse against members of staff in the authority and schools in line with Safeguarding in Education: Handling Allegations of Abuse against School Staff (009/2014) • Work with schools and SEWSCB partner agencies to ensure that allegations are dealt with quickly, fairly and consistently, and that appropriate referrals are made to the DBS and EWC 	<ul style="list-style-type: none"> • Ensure that any deficiencies in child protection are rectified • Observe the statutory safeguarding processes and procedures
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10. Health and Safety Matters (statutory function)

The Council recognises and accepts its responsibilities under the Health and Safety at Work Act, 1974 and other safety related legislation. It will conduct its affairs so that risks to the health and safety of employees and other people who may be affected by work activities are properly managed and controlled.

The Council has delegated responsibility for the implementation of its Health and Safety policy to the Chief Officer for Children and Young People, Heads of Service and other managers, including headteachers, in respect of work activities they control.

This element of the Partnership Agreement sets out how the Council implements the policy and outlines the responsibilities of schools. It should be noted that voluntary aided and foundation schools are given the same level of support as maintained and voluntary controlled schools, even though these Governing Bodies have the responsibilities as the employer under Health and Safety law. However, although the Council provides support to voluntary aided and foundation schools, the legal responsibility under Health and Safety legislation remains with the school Governing Body.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Take all reasonable steps to meet its legal duties paying particular attention to: • Ensure workplaces, equipment, articles and substances are safe and without risks to health • Ensure appropriate information, instruction, training and supervision is provided • The Chief Officer CYP has overall responsibility for health and safety in schools and is responsible for ensuring that schools and Governing Bodies are supported to:- • identify, eliminate or manage hazards/ risks • record and investigate all accidents and dangerous occurrences to prevent recurrence • ensure agreed remedial actions are implemented and monitored • access specific Health and Safety training • establish effective emergency procedures 	<ul style="list-style-type: none"> • Share, along with the Council, responsibility for Health and Safety. Governors will establish health and safety policies and procedures, including the adoption and implementation of a school Health and Safety Policy statement • Ensure the statement addresses arrangements to ensure the health and safety of all pupils, staff, contractors and visitors to the school the health and safety of pupils, staff and others involved in school visits, trips and events • The school is required to conform to the requirements of the Health and Safety at Work Act 1974, and subsequent Health and Safety legislation and the Regulatory Reform (Fire Safety Order), 2005 • Ensure that appropriate Health and Safety Policies and Procedures are in place in relation to their accountabilities as detailed in this document. These should be reflected in the School Health and Safety Policy Statement

<ul style="list-style-type: none"> • The Council will support the accreditation and training of Employee Safety Representatives • The annual school Health and Safety report will be received, considered and responded to as necessary and shared with Governors in a timely manner • The Council will make available to schools an appointed person to provide advice and guidance as necessary • The Council will encourage schools to work in clusters and networks to share Health and Safety expertise and to minimise duplication of effort as part of its commitment to support a self-improving schools system. 	<ul style="list-style-type: none"> • Consider and implement arrangements required because of new legislation that has implications for educational establishments as advised by the Council • Participation in health, safety, and fire safety training courses for governors • Nomination of a governor with specific responsibility for Health and Safety support the headteacher in the preparation of an annual Health and Safety Report to the Governing Body • While the number of decisions taken on health and safety matters has increased with local management, the ultimate responsibility for health and safety rests with the Local Authority • Schools must comply, insofar as it is within their power to do so, with the Councils Policy on Health and Safety • Ensure that appropriate health and safety considerations are managed when procuring services from other companies/organisations • Schools should seek opportunities to work in clusters to share Health and Safety expertise and knowledge. • Consult with Employee Safety Representatives • When directly employing maintenance contractors the school as the client must ensure they comply with the Construction Design and Management Regulations
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11 Council support for school staff appointments and redundancies (non statutory function)

Recruitment

For headteacher and deputy headteacher appointments, the Chief Officer CYP or their representative is entitled to attend relevant meetings of the selection panel to offer professional advice.

The Governing Body has an obligation to consider the Chief Officer's advice before making a decision. The School's Challenge Adviser will also attend to offer

professional advice and challenge to the selection panel. The selection panel has an obligation to consider this advice.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Provide guidance on appointment of headteacher (HT) and deputy headteacher, and other school based staff appointments • Receive notification of headteacher vacancies and discuss options with Governing Body • Allocate professional support to Governing Body for HT appointments • Offer advice to the Governing Body regarding recommended HT appointments in advance of any decision being confirmed 	<ul style="list-style-type: none"> • Apply Council guidelines for staff recruitment • Notify the Chief Officer CYP of any headteacher or senior leadership team vacancy • Consider all options and opportunities to respond to the vacancy before replacement • Ensure involvement of the Chief Officer CYP or his/her representative in any headteacher recruitment process • Ensure job description and person specification reflects the Council's vision for education and the commitment to a self-improving school system. • Ensure that all posts are advertised in accordance with the adopted policy • Ensure involvement of at least one governor trained in safe recruitment.

School staff redundancies

The Council does not delegate redundancy funding to schools; the funding of redundancy payments and pension release costs are subject to arrangements outlined in the School Redundancy Policy and there being

- A genuine redundancy situation
 - The Governing Body followed their school policy and the advice of the Council, and
 - Has the approval of the Chief Officer Children and Young People.
- The Council's People Services Team will provide advice and guidance to schools and members of staff prior to, during and following a redundancy arising. This will include advice on the application of school redundancy policy if adopted by the Governing Body.
 - People Services will liaise with all schools to seek suitable alternative employment for employees under notice of redundancy.
 - The Council will authorise redundancy decisions and payments where appropriate

- The Council will support the school prior to and at employment tribunal stage where necessary, to include HR and Legal services support, providing their advice has been adhered to. In the case of voluntary aided schools, where the governing body is the employer, the Council will liaise with the relevant authority.

**Where a Governing Body has opted to receive HR Support from an external provider they should seek advice, support and guidance from that provider.*

Managing Staff Attendance

All employees of the school have a role to play in minimising their own sickness absence. The primary responsibility for monitoring and controlling absence on a day-to-day basis, for those staff employed by the Governing Body, rests with the headteacher

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Develop and review policies and consult with Trade Unions prior to the implementation of any changes • Arrange appropriate training for all headteachers/ line managers involved in the management of attendance • In liaison with Health and Safety promote Occupational Health initiatives • Provide advice and support to the headteacher and the Governing Body where appropriate on the management of sickness absence cases 	<ul style="list-style-type: none"> • Adopt a school policy for managing sickness absence • Consider the Council advice on managing sickness absence • Consider how absence from the classroom might impact on the formulation and implementation of the SDP • Ensure that at full Governing Body meetings, the Headteacher's report to governors includes an item on staff attendance so that implications for learners and expenditure on cover can be considered • Ensure the headteacher is effectively implementing healthy working practices and discharging any statutory responsibilities in relation to achieving a satisfactory work life balance for all staff

12. Complaints and Disciplinary Matters (Non Statutory function)

All schools will seek specific Council advice on complaints and disciplinary matters in the following instances

- all complaints which are potentially of a safeguarding/child protection nature
- all disciplinary matters which could necessitate the suspension of a member of staff;
- all disciplinary matters which could potentially be gross misconduct;

- any disciplinary or capability matter which relates to the headteacher
- all complaints and disciplinary matters which move to the stage of being heard by the governing body i.e. Stage B where complaints are progressed to the Chair of Governors.

People Services may attend, as the Chief Officer's representative, meetings of the Staff Disciplinary and Dismissal and Appeal Committee to provide advice to the Committee in accordance with the statutory guidance contained within Welsh Government Circular 002/2013.

Voluntary aided and foundation schools will also need to liaise with the relevant diocesan authority for voluntary aided schools.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Provide advice and guidance in the application of the disciplinary procedures, schools complaints procedure and Welsh Government Guidance on Complaints • Provide advice and guidance on the investigatory process; this is provided via the EAS governor services in respect of complaints under the school's complaints procedure and at stage B (formal complaints) • Provide guidance, advice and training on the protocols relating to allegations of a safeguarding/ child protection nature • People Services attend (as the Chief Officer's representative) at disciplinary hearings/ meetings of the staff disciplinary and dismissal committee (and disciplinary and dismissal appeals committee) to provide advice to the disciplining officer/committee where requested/ appropriate • Support the school prior to and at employment tribunal stage where necessary, to include People Services and legal support provided their advice is adhered to • The Council will work with all other relevant bodies in respect of voluntary aided and voluntary controlled schools 	<ul style="list-style-type: none"> • Publish a complaints procedure, • Ensure all parents are made aware of, and are able to access, the schools complaints procedure. • Produce a school disciplinary procedure • Ensure participation in appropriate training by governors. • Fulfil employer obligation for triggering disciplinary procedures • Ensure access to and consideration of professional advice in dealing with disciplinary procedures • Ensure the Chief Officer is notified of any potential disciplinary or capability matter involving the headteacher • Ensure early advice is received concerning which governors should, or should not, be involved in the investigation of any disciplinary matter to ensure availability of "untainted" governors to deal with final stage procedures and appeals • Ensure that there is a robust school Safeguarding Policy • Refer any potential safeguarding issue to the Chief Officer at the earliest opportunity

13. Policy of Provision for Pupils with Additional Learning Needs

The Council will support schools in their statutory duty by providing advice and support.

The Council has a responsibility to ensure that resources are being used effectively. It will work closely with schools in monitoring provision made for children with Special Educational Needs/Additional Learning Needs (SEN/ALN) and ensure full accountability for all resources.

The Council recognises that for some children with severe, complex or profound needs, supplementary provision may be required either through a Statement of SEN, a School Action Plus Resource Assist agreement (SAPRA), placement in an SNRB, or additional resources. SEN Statements are for those with the most complex needs and these children are a small proportion of the totality of children with SEN.

Following the introduction of the Additional Learning Needs and SENTW Act, the Council will work in partnership with schools to provide clear advice, training, access to appropriate provision and professional support to enable schools and Governing Bodies to discharge their duties in full.

In partnership with schools, the Council will evaluate the impact of interventions in improving outcomes and wellbeing of pupils with ALN. Opportunities for cluster-based initiatives to share resources, build capacity and facilitate school-to-school support will be pursued, developed and evaluated.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Provide a clear policy framework for schools and manage the support and placement of those pupils whose needs cannot be met in mainstream school • The Council will agree arrangements to meet the needs of pupils with Additional Learning Needs within mainstream settings where appropriate. This will include suitable strategies and policies to support schools. • The Council will provide advice and training to schools on The ALN and SENTW (Wales) Act, the Code of Practice ALN policy and legislative changes as appropriate • The Council will fulfil its statutory obligations regarding the outcomes of SENTW appeals 	<ul style="list-style-type: none"> • Produce an SEN/ALN policy (statutory duty) and have due regard for the Special Educational Needs Code of Practice for Wales • Meet their statutory responsibilities for Special Educational Needs (SEN) identified in the Education Act 1996 and subsequent ALN legislation as advised by the Council • Take all reasonable steps to meet the needs of pupils with Additional Learning Needs, within a mainstream setting wherever possible • Report to parents on the effectiveness of their SEN/ALN policy through the Governors Annual Report to parents • Ensure that the school has a Special Educational Needs Co-ordinator (SENCo) or Additional Learning Needs Coordinator (ALNco) who is

<p>and secure appropriate provision as directed.</p> <ul style="list-style-type: none"> • The Council will promote:- <ul style="list-style-type: none"> - access for all pupils to a broad and balanced curriculum within mainstream settings wherever possible - challenging educational experiences of a high quality - defined teaching objectives with intended outcomes for each child, based on the early assessment of need and supported by early intervention - a suitably differentiated curriculum and support where appropriate - partnership working with other agencies - effective opportunities for parents to support their children with additional learning needs; and - cluster and school network based solutions to build capacity and ALN provision 	<p>suitable experienced, is aware of his/her duties, and has the time to perform these accordingly</p> <ul style="list-style-type: none"> • Work collaboratively to secure effective partnership with other agencies and relevant stakeholders to provide inclusive and supportive environments that cater for individual children and young people's needs and offer them an equal opportunity to achieve their potential • Operate a system for assessing, tracking and recording the progress of each pupil and ensuring this is shared appropriately with relevant professionals • Ensure that all additional resource made available to the school to support pupils with identified additional learning needs is used effectively to meet these needs • Maintain and up to date ALN Provision Map including the delegation of additional resources and ALN proportion of the school's delegated budget • Follow the graduated response to meeting the needs of pupils with ALNExplore and embrace cluster-based opportunities to share resources and enhance provision for pupils with ALN
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14. Finance

The Council's Scheme for Financing Schools provides details of the underlying principles for the local management of schools. The document covers the financial and managerial responsibilities of Governing Bodies and the Council in accordance with the School Funding (Wales) Regulations 2010.

Section 4 of the scheme confirms how surplus and deficit budgets are dealt with. The details behind the specific guidance outlined in the Scheme for Financing Schools, including financial regulations and standing orders, form part of this partnership agreement to ensure the Council and its schools work closely to identify and resolve any emerging financial problems/ issues.

The Governing Body must set a budget by 31st May each year. Officers from CYP Finance work closely with any school holding a balance that is in excess of the maximum detailed within the Scheme for Financing Schools, which is presently £50k for a primary School surplus and £100k for a secondary school. This involves each

school with an excessive balance receiving a formal letter requesting plans of the intended use of the surplus.

Where a school is unable to set or balance a budget, the Council will work closely with the Governing Body and headteacher to provide appropriate advice, guidance and support to ensure that it is able to plan appropriately to bring the budget back in balance.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Produce, maintain and update a Scheme for School Financial Management • Undertake Section 151 responsibilities to ensure financial probity in all financial matters at school level • Establish appropriate arrangements to monitor school finances and transactions • Ensure arrangement to train governors in their financial management accountabilities • Trigger interventions in accordance with the relevant Scheme in response to any breach of that Scheme or the Council's Financial Regulations • Approve and monitor as necessary school budget recovery plans • Provide a schedule and costs for optional services provided under Service Level Agreements • Through Challenge Adviser visits and electronic systems, monitor and evaluate the impact of grant spend on pupil outcomes and wellbeing • Keep governors informed of school performance and school performance priorities across the LA 	<ul style="list-style-type: none"> • Ensure compliance with the Council's Scheme for School Financial Management and Financial Regulations • Agree, minute and set a balanced budget for the school by 31 May in accordance with the relevant regulations. • Seek advice and support where necessary to secure a balanced budget. • Ensure external advice on pay progression in relation to SLT members and that national pay requirements are adopted. • Ensure regular reports on financial performance of the school are reported to the full governing body. • Support the headteacher and SLT in pursuing opportunities for cluster or school network proposals to pool budgets, share resources and build capacity in accordance with the education vision of the Council. • Consider and determine those Council services, which will be purchased through a SLA, including staffing and Health and Safety • Ensure compliance with the Council's procurement framework

15. Partnership for Improvement

Collaboration to Deliver our Vision

The Council, its schools and the EAS are committed to working together to provide the highest standards of education in Monmouthshire. This entails developing new initiatives, reducing dependencies, demonstrating resilience and building upon our successes through partnership and innovation.

What the Council will do	What the school will do
<ul style="list-style-type: none"> • Engage with EAS to collaborate, share resources and identify best practice within Monmouthshire and across the region • Advocate and support initiatives that promote school-to-school working to build capacity within Monmouthshire and reduce dependency • Promote and support school based collaborations and sharing of resources • Monitor support and challenge Cluster Improvement Plans • Provide additional opportunities for linking schools with post-16 providers 	<ul style="list-style-type: none"> • Support headteacher and SLT proposals for collaborative working • Regularly consider school initiatives to promote school-to-school support • Consider SLT proposals to share resources and talent where this increases capacity and impact and reduce dependency • Invite and explore opportunities to establish lead practitioner schools / departments as part of the School Improvement model • Positively challenge the SLT to create and champion cluster working and involvement in self-improving networks • The Governing Body will promote their understanding of the national drive in achieving a self-improving system across the education community • Consider cluster based Governor Collaborations

16. Communication and Consultation Arrangements.

This section sets out the regular meetings hosted by the Council, to which governors and headteachers, or their representatives, are invited. For all groups requiring representatives from different sectors or clusters, the Council will seek nominations for representatives through the primary and secondary headteacher meetings.

Chief Officer CYP meetings with headteachers

Half- termly meetings will be held with headteachers to discuss emerging issues, progress and to consult on new policies and strategies. Additionally, the meetings will share identified good practice within Monmouthshire, new information such as developments in teaching and learning, new legislation, Welsh Government guidance, new policy/ procedures affecting schools and presentations from council officers e.g. People Services on appropriate topics. The meetings will have a

particular focus on measures, which will support school self-improvement and capacity building consistent with the Council's vision. These meetings will usually last a half day.

Membership

All Schools (headteacher or their representatives)

Council representation will be through the Chief Officer CYP and members of the Directorate Management Team, with appropriate additional advisers and council officers depending on the topics to be covered.

- Procedures : All meetings will be formally set with dates for the academic year
- An agenda will be set following consultation and circulated 5 days before the meeting
- Formal apologies for absence will be recorded
- Items for inclusion on the agenda should be forwarded to the Chief Officer CYP Business Support Officer
- The Chief Officer CYP will chair meetings
- Formal minutes will be taken and will be shared within 5 days of the meeting
- Headteacher representation will be expected at these meetings, although each headteacher may delegate to their senior management team members as appropriate. Where schools are unable to be represented, the Chief Officer will be advised so that alternative arrangements for briefings can be put into place. Attendance and representation by every school will be key to ensure good levels of communication and positive engagement in the further development of Monmouthshire's education services.
- Where subgroups are established these will report to Headteacher meetings on their work.

Schools Budget Forum

The Schools Forum (Wales) Regulation 2003 required each Council to establish a Schools Budget Forum. The Schools Budget Forum is key to developing informed and confident dialogue between the Council and schools on budgetary issues, including schools' funding level for the coming year, pressures on future years' budgets, changes to local funding formula and reviewing contracts/service level agreements to schools.

Forums have been set up to represent the views of schools and other interested bodies, on the Council's schools' budget and other matters related to school funding. The Forum is a consultative and advisory body, and not a decision making one.

The membership of the Monmouthshire Schools Budget Forum was approved by Cabinet in March 2019 is as below

Sector	Number of members	Headteacher of other staff representatives	Governors	Other School	Non-school representatives
Primary	8	5	3		
Secondary	7	3	4		
Special & Pupil Referral Service	1	1			
School Business Manager	2			2	
Union Rep	2				2
Diocesan Rep	1				1
Cabinet Member	1				1
Select Committee Rep	1				1
Chief Officer or Rep	1				1
Total	24	9	7	2	6

The Forum meets at least once a term and the Forum constitution, agenda, minutes and papers are available on request. The views of the Budget Forum are presented to Council as part of the budget setting process.

Admission Forum

The Education (Admission Forums) (Wales) Regulations (2003), requires the Council to establish an Admission Forum. The role and function of the Forum is to consider, discuss, monitor and consult on policy, procedural development and support the Council in taking key decisions in line with the development and delivery of the admissions process within Monmouthshire.

The membership of the Admission Forum is shown below-

GROUP	RANGE	NUMBER	NOMINATOR
Members or Officers of the Authority	1-5	4	Authority
Members nominated by Church in Wales	1-3	1	Diocesan Authority
Members nominated by Roman Catholic Church	1-3	1	Diocesan Authority

Community and voluntary controlled schools representation	1-3	2	Authority via Headteacher Groups
Voluntary aided schools	1-3	1	Diocesan Authority
Parent Governor	1-3	2	Parent Governors Association
Community Representation	Up to 3	3	Community Council

The Forum must appoint a Chair and Vice Chair, who may or may not be members of the Forum, and nominated by the Forum itself. At any meeting where both the Chair and Vice Chair are absent, the Forum shall elect, from the core members present, a person to take the chair for that meeting only.

The Council shall appoint a Clerk, who is not a member, for the Council's School Admission Forum. The Clerk will circulate the agenda and documents relevant to the meeting to members.

Other meetings likely to involve Schools

School representatives are invited to attend a number of other groups. The requirements for task and finish groups and other sub-groups may be revised during the course of this Partnership Agreement in response to national and local policy developments.

Groups currently include:

- Monmouthshire Association of School Governors (MASG)
- Standing Advisory Council on Religious Education (SACRE)
- ALN panel
- Joint Advisory Group Trade Union

Communication with Schools from Council

Formal papers, e.g. new policies

- No policy change will be made without first going through formal consultation with schools, Council staff and where appropriate wider council services, other agencies and voluntary groups.
- A copy will be sent to the school email address.
- A further copy will be placed on the Hub and shared with Governor Support for timely onward distribution to governing bodies.

Please note:

Employment policies which are commended to Governing Bodies for adoption are not subject to the consultation processes outlined above. These will continue to be a subject consultation with the relevant recognised trade unions and headteachers via

HR Business Partners. Schools are required to advise the LA of any decision by the Governing Body regarding adoption of HR Policies.

Full public consultation documents

In many cases, it will be appropriate for a policy document to have been worked up in a small group or working party and shared at the appropriate headteacher meeting before being considered a suitable draft for wider and formal consultation.

- Copies will be emailed to the Chair of Governors and headteacher of each school
- The formal consultation group for public documents will automatically include the following circulation list:
 - Chairs of Governors
 - Headteachers
 - Recognised Trade Unions representing education based staff
 - SACRE
 - The local Roman Catholic Archdiocesan Office and Church in Wales Archdiocesan Office
 - South East Wales Directors of Education
 - Youth Forum
 - Chair of Monmouthshire Association of School Governors
 - South Wales Race Equality Council (SWREC)
 - EAS
 - Any other relevant group, as and when required
- Changes to policies that involve parents directly (such as the Council Admission policy, Home to School Transport policy and School Attendance policy) will be published on the Council's internet site for the period of the consultation
- Formal consultation with children and young people will be encouraged. This is facilitated on relevant documents through school councils, the Youth Service and the Youth Forum.

At the close of the consultation period, a summary concluding statistical and formal analysis will be included in the covering report to the final policy document. This evidence will be used to inform final policy or decision-making processes.

Policy adoption

The usual process for policy adoption is as follows:

- Policy considered at CYP Directorate Management Team
- Policy shared with Headteachers and Chairs of Governors
- Policy shared with Senior Leadership Team
- Policy scrutiny at the CYP Scrutiny Committee
- Policy endorsement by Cabinet.
- Policy distributed to SEWEAS Governor Support function for inclusion in school governing bodies agendas for consideration of adoption.

Written, email and telephone correspondence with schools

The Council and schools can expect professional correspondence from each other at all times.

Information to parents

Published booklets and leaflets will be issued bilingually in English and Welsh, with any ethnic minority language available as required. We will also ensure that braille, large print or audio versions are available on request. The council will also make all published information to parents through the Council's website.

Council Staff Visits to Schools

All visits

- Will usually be pre-arranged formally by telephone or email/letter and will always be prearranged if staff observation in schools is the purpose.
- Will be formally recorded either as a record or report of the visit and the outcomes or actions required being noted or a formal letter will follow which outlines these points
- Any subsequent action required by the Council staff and the relevant information or update will be provided to the school in writing within 10 working days.

Monitoring of statutory functions

As more statutory responsibilities are delegated to schools, the Council is required to fulfil a monitoring role and will request that schools submit termly returns within specified timeframes to a nominated officer.

Formal Complaints

The Council has an agreed compliments and complaints policy. Full details of this policy is accessed via the Council's website. Each Governing Body must adopt its own complaints policy.

Public Relations

The Council receives numerous press enquiries on a daily basis. It is the role of the Communications Team within the council to monitor and manage all enquiries regarding council services. The Council's Communications team can provide support and guidance to schools on responding to media enquiries and can help with proactive media coverage.

Assembly Member and Member of Parliament: Visits and Invitations

Any visits to schools by Assembly Members, Members of Parliament and royal dignitaries should be notified by the Headteacher or Governing Body to the Chief Officer CYP well in advance of the visit. The Chief Officer will notify the relevant

personnel within the Council of the proposed visit so that appropriate protocol is implemented

17. Revision of Partnership Agreement

This Partnership Agreement is for the period September 2019 to August 2022 with a review commencing in September 2021.

The Regulations relevant to Partnership Agreements stipulate the circumstances when a review of agreements may be triggered. These are:

- If a school goes into special measures, or the need for significant improvements are identified during inspection;
- The Council uses its power to appoint additional governors;
- The Minister for Education and Skills directs the closure of a school;
- Statutory proposals are made and come into effect leading to:
 - Changes to the National Model for School Improvement in Wales
 - Amalgamations
 - Changes to ALN/SEN provision
 - Alterations from single sex education to co-education or vice versa
 - Change of language medium of the school
 - Introduction of language medium to the school
 - Introduction or ending of boarding provision
- Where a Council makes, or Minister approves school reorganisation proposals which could mean the establishment, alteration or discontinuance of schools
- If the Council uses its power to suspend the Governing Body's right to a delegated budget;
- Where consistent and upheld complaints by stakeholders are made against the school.

Where a review is triggered under any of the above circumstances, the Council will complete the review within 6 months and revise the Partnership Agreement if necessary. A review may therefore lead to:

- No change
- Amendment of the Agreement
- Replacement with a new Agreement
- The Council drawing up a statement if the school did not agree to changes to an Agreement.

When reviewing an Agreement due to one of the circumstances listed above, if another circumstance comes to light, this circumstance will be reviewed together with the first circumstance. The Council and school will then have one year from the date of the second circumstance occurring to carry out the review. If during this year,

a third or more circumstances occur, the Council and school would have one year from the date of the later circumstance to carry out the review. If following a review, no change is made to the Agreement; up to four years may elapse after the circumstance which triggered the review took place before the Council and school have to review the Agreement of statement again.

DRAFT

SUBJECT: W10 laptop replacement

MEETING: Cabinet

DATE: 4th September 2019

DIVISION/WARDS AFFECTED: None

1. PURPOSE:

This report seeks funding for the replacement or upgrade of laptop/PC stocks, bringing them up to a minimum of Windows 10 operating system and meeting our ICT network security requirements.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the use of one-off capital or reserve funding of £239,300 to ensure that our workforce and site equipment stocks meet the minimum required security standards of Windows 10 operating systems by January 2020.
- 2.2 That cabinet approves a one-off top up of the central equipment budget of £67,000 to cater for normal operational equipment renewals for the remainder of the financial year.
- 2.3 That cabinet acknowledges the increasing pressure on the central equipment budget resulting from an increase in overall devices as well as a reduction in laptop lifespan. In order to address this, Cabinet is asked to endorse this pressure being considered as part of the forthcoming annual budget setting process.

3. KEY ISSUES:

3.1 The council owns just over 1900 workforce mobile devices (laptops and tablets) that are essential tools of the trade in our digital environment. The number of devices have increased in the last 3 years from 1500 to 1900 due to the digitisation of services and the necessity to provide the right equipment for our very mobile workforce.

3.2 As MCC is a Microsoft site, our laptops are built on Windows 10 (W10) and previously Windows 7 (W7) operating systems. From January 2020 Microsoft will cease to support the W7 operating system, and we will be unable to connect W7 laptops to our ICT network without compromising our cyber security arrangements and contravening security regulations and accreditation. The SRS has provided inventories to identify the equipment affected, and the DPO has calculated the number and cost of replacing them at £550.00 each. Further detailed investigations may identify devices that are duplicates or no longer in active use so won't need to be replaced, but these numbers are unlikely to be significant.

3.3 In addition to the workforce devices, some site equipment (mainly PC) is located within Leisure Centres, School admin offices, Hubs etc. The non-school equipment is typically located in public areas and are used as servers to operate tills or for members of the public to use. PC's

are generally used instead of laptops as they are more robust and are less able to be 'removed' from their location.

3.4 The current situation with W7 equipment that needs replacing is:

- 346 devices to be replaced from the centrally held workforce equipment budget amounting to £190,300.
- 89 PC's located in remote sites and connected to the admin network at a replacement cost of £49,000
- 70 PC's located in schools admin departments to be funded from schools delegated budgets at a total of £38,500
- 209 devices that have a good enough technical specification to be upgraded at no additional cost

4. THE EQUIPMENT REPLACEMENT POLICY

4.1 The Digital Programme Office (DPO) assesses the type of equipment to be used, ensuring that it fits in with people's job roles as well as being the right technical specification. The DPO also ensure that there is consistency and standardisation of our laptop stock alongside our SRS partners to make it easy for technicians to take advantage of procurement, maintenance, security and training schedules. Laptops are replaced when an ICT technician assesses that they are broken beyond repair or no longer fit for purpose.

4.2 The average lifespan of a device has been 6 years, though in order to balance economy with effectiveness we have a replacement policy that enables us to 'sweat' our equipment as long as it continues to do the job as well as meet essential security requirements. This this has proved to be an effective and economic way of replacing equipment though it means there are a number of laptops that are perfectly functional but more than 6 years old. Internet tools and business systems are becoming more complex and this, coupled with the need for increased cyber security, has an impact on the technical specifications of our mobile devices. As a result and they require more regular upgrades and the lifespan is shortening to 5 years, with an impact on our available replacement budgets.

5. EQUIPMENT REPLACEMENT BUDGETS

5.1 Workforce equipment - Each year a budget of £116k is set aside for the rolling laptop replacement programme i.e. essential workforce tools for individuals to do their job. This budget is held centrally within the Digital Programme Office (DPO). The budget level was set 7 years ago when much fewer laptops were in circulation, the cyber security requirements weren't as stringent and the basic technical specification for equipment was much lower. Over the last 2 years the priority has been to replace W7 laptops within the existing budget, but the 2019/20 budget is now exhausted and there are still 346 W7 laptops that need to be replaced prior to January 2020, leaving a total budget shortfall of £239,300 this financial year. In addition to this, a budget is required to service the normal operational equipment replacements for the remainder of this financial year, which is estimated at £67,000. This is an exceptional expenditure requirement arising from the removal of support for the W7 operating system coupled with an increased number of devices that need to be replaced.

5.2 Site equipment - Equipment located in the service areas is replaced on a similar basis as the workforce laptops i.e. as and when they fail. As there are a few PC's spread over a number of services there isn't a formal replacement programme nor a specific central budget. Any failures are paid for from available service budgets as and when they occur. Replacement of these W7 devices will fall as an overall cost on the authorities' budget and it is recognised that their replacement should be catered for at the same time as replacing workforce equipment.

5.3 To ensure business continuity it is essential that the pressure on the annual workforce equipment budget is recognised. The pressure is due to an overall increase in the number of devices as well as a reduction in laptop lifespan. In order to address this, part of the ongoing budget process will seek to review the adequacy of our future equipment budgets.

6. THE AVAILABLE OPTIONS

6.1 Several options to rectify the situation have been considered –

- a) Refresh W7 laptops when the new equipment budget comes in April 2020. This holds the risk staff won't be able to connect to the network for 3 months from January to March 2020 to do their jobs, and business continuity will be compromised. This isn't therefore a viable option.
- b) Continue to connect to the W7 laptops to the network. This isn't a viable option due to cyber security requirements and accreditation.
- c) Ask council services departments to fund any workforce laptop replacements – This would be inequitable as it will unfairly impact on services with a high level of equipment, or where the technical specifications differ from standard. The overall effects on budgets would be the same as arranging central funding
- d) Request one-off funding from the ICT reserve or any suitable capital grant allocation. – This has the advantage of providing the equipment needed by the MS deadline as well as complying with security requirements and is the recommended option.

7. REASONS:

7.1 Laptops using the W7 operating system will require replacement due to essential cyber security requirements. The existing laptop replacement budget is not sufficient to replace all remaining workforce W7 laptops as well as maintain the normal refresh schedule due to breakages or obsolescence.

8. RESOURCE IMPLICATIONS:

8.1 The equipment replacement budget ensures that the workforce has the digital tools to enable them to work effectively in a digital environment. This budget is insufficient to refresh 346 workforce laptops that are not able to be upgraded to the W10 operating environment by January 2020. Each laptop is priced at £550 making a budget shortfall of £239,300.

8.2 Temporarily we have already used £67k of the annual central replacement budget to facilitate some of the W7 conversion to W10. The volume of necessary annual replacements necessitates

this funding being replaced, so an additional recommendation is made to reimburse the replacement budget by £67k.

In the first instance we will look to finance this shortfall from any WG capital grant that we are able to apply spend against, if this was forthcoming in the year. Otherwise it will be met from the ICT reserve

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

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

- If our equipment and tools to do the job aren't maintained and kept up to date we will be unable to deliver sustainable digital services effectively. There is no impact on any individual element of the equalities, sustainability, safeguarding and corporate parenting. The proposal supports all of the above.

The actual impacts from this report's recommendations will be reviewed every **3** years and criteria for monitoring and review will include:

- The sustainable level of the equipment refresh budget to ensure the right working tools are in place and business continuity isn't compromised.

10. CONSULTEES:

The SRS

The Information Security Leadership Group

SLT

The Digital Programme Office

Service Departments

11. BACKGROUND PAPERS:

None

12. AUTHOR: Sian Hayward

13. CONTACT DETAILS:

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<p>Name of the Officer completing the evaluation SIAN HAYWARD</p> <p>Phone no: 07971556837 E-mail: SIANHAYWARD@MONMOUTHSHIRE.GOV.UK</p>	<p>Please give a brief description of the aims of the proposal</p> <p>TO REPLACE EQUIPMENT THAT IS OUT OF DATE AND A SECURITY RISK</p>
<p>Name of Service area</p> <p>Digital Programme Office</p>	<p>Date</p> <p>21/08/19</p>

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

<p>Protected Characteristics</p>	<p>Describe any positive impacts your proposal has on the protected characteristic</p>	<p>Describe any negative impacts your proposal has on the protected characteristic</p>	<p>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</p>
<p>Age</p>	<p>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</p>		
<p>Disability</p>	<p><i>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i></p>		
<p>Gender reassignment</p>	<p><i>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i></p>		
<p>Marriage or civil partnership</p>	<p><i>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i></p>		
<p>Pregnancy or maternity</p>	<p><i>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i></p>		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	<i>.No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		
Religion or Belief	<i>.No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		
Sex	<i>No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		
Sexual Orientation	<i>.No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		
Welsh Language	<i>.No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		
Poverty	<i>..No impact at all. The equipment needs to be replaced as a working tool and has no effect on any of the protected characteristics</i>		



2. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a	Not applicable as it doesn't have any negative impacts.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	replacement of end of life equipment, and failure to do so will mean we can't deliver services.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a replacement of end of life equipment, and failure to do so will mean we can't deliver services.	Not applicable as it doesn't have any negative impacts.
A healthier Wales People's physical and mental wellbeing maximized and health impacts are understood	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a replacement of end of life equipment, and failure to do so will mean we can't deliver services.	Not applicable as it doesn't have any negative impacts.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a replacement of end of life equipment, and failure to do so will mean we can't deliver services.	Not applicable as it doesn't have any negative impacts.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a replacement of end of life equipment, and failure to do so will mean we can't deliver services.	Not applicable as it doesn't have any negative impacts.
A Wales of vibrant culture and thriving Welsh language	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a	Not applicable as it doesn't have any negative impacts.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	replacement of end of life equipment, and failure to do so will mean we can't deliver services.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	If the equipment isn't replaced it will have a detrimental effect on the authority as some staff won't be able to work effectively. This is simply a replacement of end of life equipment, and failure to do so will mean we can't deliver services.	Not applicable as it doesn't have any negative impacts.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	The refresh of equipment stocks perfectly balances the need for a short term solution (the withdrawal of support for W7 computers) against a long term plan for refresh of equipment in a sustainable way.	NONE
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	The equipment refresh is in collaboration with our other local authority partners ensuring advantage is taken of bulk procurement, standardisation, and working together to deliver a complex programme of work in a short timescale.	NONE

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>We have involved suppliers, the SRS, service areas requiring a refresh, finance colleagues to gather their views.</p>	<p>NONE</p>
 <p>Putting resources into preventing problems occurring or getting</p> <p>Prevention</p>	<p>This is a request for resources to plug a gap in equipment stocks due to a removal of support by Microsoft. The refresh programme carries an annual budget which will be reviewed to ensure its adequacy and sustainability</p>	<p>NONE</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>.There is no collective impact on the wellbeing goals, other than an equipment refresh will ensure people have the tools to deliver on these goals during their working day, in a safe and secure way.</p>	<p>NONE</p>

worse
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4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
<p>Social Justice</p>	<p>This proposal has no impact on corporate parenting, other than staff need to use it to discharge their responsibilities.</p>	<p>None</p>	<p>N/A</p>

Safeguarding	Having equipment that is secure and complies with cyber security accreditation is critical when working with vulnerable children and adults. Secure equipment enables us to assist our safeguarding responsibilities.	None	N/A
Corporate Parenting	This proposal has no impact on corporate parenting, other than staff need to use it to discharge their responsibilities in tis area.	None	N/A

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

I have collected all of the data necessary to identify the equipment that needs to be replaced, the location, the cost, and the funding mechanisms. I have worked wit the SRS who have produced lists of the equipment connected to the network, lists of potential duplicate equipment, and lists containing red/amber/green replacement traffic lights.

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

.The positive impacts are that MCC will have secure, robust equipment that is fir for purpose to help employees deliver their outcomes whether in the community or in an office.

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

What are you going to do	When are you going to do it?	Who is responsible
Review the future budget provision for equipment refresh	Feed into the budget proposals for 2020/21	Sian Hayward

8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		



SUBJECT: Resources – Enabling a Future Focused Council

MEETING: CABINET

DATE: 4th September 2019

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To consider proposals for a new Resource Directorate Management Team (DMT) structure, a revised senior finance structure and team restructures in Human Resources (HR), the Digital Programme Office (DPO) and the Commercial & Integrated Landlord Services teams.
- 1.2 To strengthen existing arrangements with devolved finance teams within the Children & Young People's and Social Care & Health directorates.
- 1.3 For the Digital Programme Office to take on responsibility for information governance and security.

2. RECOMMENDATIONS:

- 2.1 To approve the new Resources DMT structure. (Appendix 1a)
- 2.2 To approve the senior finance restructure and notably the establishment of an additional Head of Service post (Head of Project Finance) and Project Finance team necessary to support delivery of projects of strategic significance. (Appendix 5)
- 2.3 To approve team restructures in HR, the DPO and the Commercial & Integrated Landlord Services teams. (Appendices 2, 3 and 4)
- 2.4 To update job descriptions for the Finance Managers within the Children & Young People's Social Care & Health directorates and the acting Finance Manager in MonLife to ensure there is clarity around the line of accountability to the Chief Officer for Resources, S151 Officer and Deputy S151 Officer for professional, technical and statutory finance matters and to ensure effective Authority wide financial control, management and governance.
- 2.5 That full implementation of the restructure proposals will yield an overall initial saving of £32,000 in financial year 19/20. This is expected to rise to a minimum of £150k for financial year 20/21 and a minimum of £250k for financial year 21/22.
- 2.6 For the approved establishment to grow by 16.86 full time equivalents, 2 of these not being filled in the short-term, a breakdown and rationale for which is included in para 3.10.

- 2.7 For the funding model to see a fall in budgeted external professional fees of £25,000, a reduction in budgeted overtime of £17,000 and commercial income of £201,000. In so doing an appropriate internal economy of scale / skill mix will be created that will bring additional certainty / staff welfare benefit to programme and project delivery.
- 2.8 That these proposals see up to **XX** new apprenticeship opportunities created bringing the total number of apprentices in the Directorate to **XX**. These will be managed in accordance with the Apprentice, Graduate and Intern strategy agreed by Cabinet in July 2019.
- 2.9 That changes that have an impact on service level agreement / charging relationships with schools will not be implemented unless / until it is clear that schools support the proposed change and understand / accept any charging adjustments that fall to their school budget shares.
- 2.10 That any costs associated with the implementation of the structure (e.g. redundancy costs) fall upon the overall Resource directorate budget to fund but should this prove insufficient, that corporate funding be sought to cover any one off severance costs.
- 2.11 That the Chief Officer for Resources proceed with the implementation of the new structure and make any amendments that might become apparent during the process in consultation with the Cabinet member for Resources.

3. KEY ISSUES:

- 3.1 The Resources directorate was brought into being as a consequence of a Leadership review approved by Cabinet in May 2016. The Chief Officer for Resources was subsequently appointed in summer 2016 and inherited a diverse and complementary portfolio of services.
- 3.2 Subsequently in August 2017 Cabinet approved further changes to the Leadership structure and that saw further changes to Chief Officer portfolios. Finally, and most recently the Enterprise restructure proposals approved by Cabinet in July this year resulted in the Head of Commercial and Integrated Landlord Services taking on additional responsibility, with dual reporting responsibility into the Chief Officer for Resources and Chief Officers for Enterprise.
- 3.3 The existing Resources DMT structure is shown in appendix 1a and reflects these changes. The Directorate Head of Service portfolios are summarised below as follows:
- Head of People – people services (human resources, corporate training, payroll services, emergency planning, trade union relations, customer relations and SIRO (Senior Information Risk Owner)
 - Head of Commercial, Property, Facilities and Fleet – commercial portfolio, integrated landlord services (estates, property services and facilities), markets, registrars, cemeteries, energy

Fleet management, fleet maintenance, PTU review, cleaning and catering fall under the responsibility of the Chief Officer for Enterprise under the dual reporting arrangements noted above).

- Head of Finance – financial planning and advice, budgetary control, revenues, benefits, exchequer, treasury management, insurances, internal audit
- Head of Digital – digital programme office, information governance and security, GDPR, FOI requests, SRS client management, GIS
- Head of Business Planning and Redesign – service redesign, transformation, whole authority procurement

- 3.4 The services that make up the Resources directorate need to move at a pace consistent with the services that make up the rest of the Authority. The current structures and resources are not operating effectively and optimally. There are many temporary and interim arrangements in place, with honoraria being afforded to staff who are taking on additional responsibilities.
- 3.5 The directorate has many priorities to deliver against, driven by the underpinning enabling strategies and in supporting services widely in delivering the aims and ambitions laid out in the Corporate Plan.
- 3.6 The management team and wider teams have been involved in shaping the proposals. The detailed proposals highlight the recognition of the workload pressures upon existing services and equally the need to create capacity where it is most required and in delivering against corporate priorities. Proposals have been developed with a clear recognition of the financial constraints that are imposed when considering further investment. Resilience and sustainability has been a feature of all of the proposals but paramount has been the need to have clear purpose in supporting the organisation at large to be high performing, effective and efficient, digitally enabled and commercially minded.
- 3.7 A proposed new DMT structure is provided in appendix 1a. The senior finance restructure proposals are provided in appendix 5 and team restructures for HR, the DPO and Commercial and Integrated Landlord Services are provided in appendices 2, 3 and 4.
- 3.8 The restructure is necessary to:
- a) Put in place robust and resilient management and staffing structures across the directorate;
 - b) Ensure Head of Service grades are commensurate with the level of responsibility assumed, creating opportunities for growth and career development, and ensuring that we retain our most talented people.
 - c) As far as possible to in-build sufficient capacity and expertise to support organisational needs and demands, to allow key operational and strategic risks to be managed and to ensure 'future focus' is maintained and where opportunities for growth and investment are seized upon in lieu of decline and service reduction.

- d) Focus on delivery of underpinning enabling strategies and that in turn support delivery of priorities and ambitions set out in the Corporate Plan.

3.9 The role of the directorate is very broad so to place the restructure proposals in context the substance of the proposals are summarised below, with further detailed proposals provided in appendices 2-5:

- a) Directorate Management Team – An additional head of service post, with the creation of a Head of Project Finance post, and the Chief Internal Auditor and internal audit reporting directly into the Chief Officer for Resources.
- b) Senior finance – during the two year period where transitional arrangements have been put in place to cover for the long term sickness and subsequent and very sad and untimely death of the former Head of Finance it has allowed for an extended period of review and reflection.

Beyond some natural refinements to the Head of Finance (S151 Officer) role, the proposed structure looks to establish a Head of Project Finance role, operating at a level consistent with the Head of Finance (S151 Officer), with an equally significant domain of responsibility which manifests differently in that it will play a significant strategic role in influencing, informing, developing and implementing strategic significant projects, programmes and investments. The role will also attract a deputy S151 designation and that is reflective of the involvement and influence in material business decisions.

The Head of Project Finance will be supported by a new Senior Project Accountant post. Furthermore, the team will be expanded as necessary and as required through secondments from the management accountancy teams and more widely, graduate internships, and external advisors and expertise.

The proposals look to provide an appropriate level of balance and dedicated senior finance leadership capability and expertise to ensure that Council has good financial management in place, whether through managing day to day operations (business as usual) or in advancing its strategic intentions and policy aims and ambitions.

The Chief Internal Auditor is currently a shared post between Monmouthshire and Newport City Council, with the allocation of time being 40% (MCC) and 60% (NCC). Negotiations with Newport have resulted in agreement that the allocation of time is moved to a 50/50 basis, with a small resultant cost implication to be managed within the wider restructure proposals.

As a result of the removal of one layer of the senior finance hierarchy, through the deletion of the two current Assistant Heads of Finance roles, there is as a consequence a greater level of responsibility placed on the existing Finance Managers, three of which report into the Head of Finance, and three of which report into the Children & Young People's, Social Care & Health and Enterprise

directorates respectively. It is proposed, subject to job evaluation, that these roles will be regraded and increased by one salary band.

Furthermore, the Finance Manager within the Children and Young People's (CYP) directorate now occupies a role that extends and spans a number of critical areas of support services for schools and the provision of services for children with additional learning needs. Critically this includes the oversight, management and leadership of the Access unit that manages and administers school places within Monmouthshire. The post holder is also significantly involved in change management of significant aspects of the directorate's ongoing reform agenda such as the review services for students with additional learning needs and the re-provisioning of school buildings. An updated job description now reflects the new role of Support Services Manager. This more appropriately reflects the role's range and seniority within the CYP Directorate.

- c) Human resources – in summary the proposed changes result in an increase of 2.2FTE, and that also confirms the permanent funding for the HR business partner post for MonLife. This is commensurate with the capacity issues faced on the team and that is inhibiting progress in developing a business partner model that supports services as they look to enhance workforce planning and that includes arrangements for performance management and appraisal, talent development and succession planning.
- d) Digital Programme Office – The Digital Programme Office was established to deliver the Digital Strategy. It has evolved over time and to cater for the increasing demand and needs of a forward thinking digital council that in turn responds to the needs of customers and service users. It has recently taken over responsibility for information governance and the management of 4 key corporate information systems in addition to its existing digital design functions and management of the technology partnership with the SRS.

There is a need to restructure the DPO in order to effectively manage the interrelationships between information governance and the provision of good quality data with the underlying systems architecture that supports our business.

The success of the DPO in raising digital awareness and the potential for digital solutions to improve efficiency and realise cash savings has meant we have an increasing pipeline of digital projects that needs to be supported in their design and implementation by the DPO and the SRS.

The restructure of Digital Programme Office involves:

- An additional post to manage the corporate system SharePoint Online and other Microsoft Enterprise products
- A Digital Apprenticeship to develop digital skills and enable succession planning
- Additional business support to monitor projects, manage inventories and administer FOI

- A re-evaluation of the responsibilities of the Digital Design team, with revised responsibilities and accountabilities within job descriptions.

A further investment is proposed in 2 additional posts within the SRS and that will be funded through a fee charged against digital project costs met by services:

- A project manager post to manage the increasing pipeline of digital projects through to completion
- An Application Support Analyst to upgrade and support our systems architecture of circa 60 systems.

The Application Support Analyst role will be held vacant initially and filled and recruited based on need and demand.

- e) Commercial & Integrated Landlord Services – the whole authority commercial strategy, embedded in which is an integrated ‘corporate landlord’ that brings together core elements of our physical and revenue generating assets, has necessitated a review of the existing team structures and approach that comprise the Commercial and Integrated Landlord Services team. The proposals look to ensure that we have the right capacity and expertise available within the core team to support the development and maintenance of our asset base, and without unnecessary recourse to incurring additional costs from securing this from the market through agency staffing or other arrangements.

Estates Service

The restructure will formalise the division of the Estates Service into two distinct professional teams as well as retaining our service responsibilities for cemeteries, energy and markets. It is proposed that the professional property aspect is divided into estate management and development teams. Existing management and team roles are being deleted, replaced and regraded as a result.

The Markets Service is being modernised with additional capacity built in. This will support traders, improve service quality and provide a long term commitment to market traders, customers and the wider communities. It is therefore proposed to create a Deputy Markets Manager post and convert the current facilities assistant posts from 25-hour contracts to full time posts.

It is also proposed to create an Energy Assistant post to support the Energy Manager. This will assist in releasing capacity to support delivery of energy projects and delivering our carbon neutral agenda.

Furthermore, there accommodation budgets will continue to be centralised and placed under the control of the Commercial & Integrated Landlord Services team.

Property Services

In Property Services it is evident that there is a lack of capacity within the existing teams, which has resulted in the need to contract out work to neighbouring authorities or the private sector. We would be better served by an appropriate internal capability to manage our known pipeline of design and maintenance projects.

The Design team are the largest users of external providers as they lack a coherent planning process to manage workloads and capacity is limited. A full time design manager is proposed along with the creation of an additional Quantity Surveyor and Architectural Technician posts. In order to respond to changes in health and safety legislation a Principle Designer role is required in order for the team to undertake any construction works (of any scale).

Currently the Maintenance Manager holds responsibility for the maintenance of the Council and Gwent Police's property portfolio. The proposed restructure retains the existing team and supplements capacity through the creation of an additional electrical clerk of works post – an area where we are continually struggling to meet demand.

The health and safety team will now report directly to the Maintenance and Facilities Manager and will result in the creation of a new Health & Safety Lead Officer post in order to ensure effective monitoring and the commissioning of health & safety surveys and remediation works in line with legislation.

The proposed structure changes the reporting responsibilities for facilities management and builds in capacity in our Magor site and to ensure there are suitable cover arrangements in place.

Finally Business Support will undergo a significant change and where it is proposed that the hierarchy will be streamlined and the teams split into customer services and accounts & contract management. The Business Manager and Office Services Manager posts are to be deleted and replaced with a Finance & Contracts Manager who will be responsible for the service. Supporting this post will be a Contracts Officer and Customer Services Team Leader.

In parallel with the restructure proposals there will be a review of the current fee charging arrangement to ensure and where possible that process can be streamlined and that where applicable fees represent the cost of services provided.

- f) To reflect the regrading of two posts under the responsibility of the Head of Business Planning & Redesign and resulting from job evaluation and commensurate with the duties assumed.

3.10 The proposals in totality will see an increase in the establishment of 16.86 FTE that comprises:

- No net increase in establishment as a result senior finance restructure proposals

- A 0.2 FTE increase in the Chief Internal Auditor post shared with Newport City Council.
- A 3.06 FTE increase in the HR team, of which 0.86 FTE relates to a long standing temporary post that has been budgeted for previously and an element which relates to schools and for which additional SLA income will be looked to be recovered before relevant posts are filled.
- A 3.86 FTE increase in the Digital Programme Office, together with a 2.0 FTE increase in posts in the SRS, and for which 1.0 FTE will be held vacant and filled based on demand.
- A 3.0 FTE increase in Estates which reflects increased support and commitment to markets (2.0 FTE) and energy and carbon reduction commitments (1.0 FTE).
- A 4.84 FTE net increase in Property Services which results from developing appropriate internal capability and capacity to manage our known pipeline of design and maintenance projects and for which fee income is generated, increased investment in health and safety, maintenance and facilities capacity offset by a reduction caused by the restructuring of the business support team.

3.11 Of the 16.86 FTE increase in staff establishment the proposals:

- 2 posts will not be filled in the short term and will be filled on the basis of demand. These posts being an SRS Applications Analyst and an Architectural Technician in Property Services.
- changes that have an impact on service level agreement / charging relationships with schools will not be implemented unless / until it is clear that schools support the proposed change and understand / accept any charging adjustments that fall to their school budget shares.

3.12 As part of net increase in staff establishment, the proposals will see up to **XX** new apprenticeship opportunities created bringing the total number of apprentices in the Directorate to **XX**. These will be managed in accordance with the Apprentice, Graduate and Intern strategy agreed by Cabinet in July 2019.

3.13 There is a package of savings and budget adjustments proposed to meet the increased staff establishment and changes proposed. These are shown in full in appendix 1b. In summary these consist of:

- Savings naturally generated from the proposals being implemented such as a reduction in agency costs, overtime, honoraria and additional hours
- Increased levels of fee income and commercial income generated

- Where budget is already in place but has historically funded temporary rather than permanent posts
- Staff costs that can be legitimately charged against the capital programme or is attributable to investments that the Council considers

3.14 In conjunction with the proposals to restructure the senior finance structure there is also a need to strengthen and provide greater clarity around the lines of accountability between the Chief Officer for Resources, S151 Officer and Deputy S151 Officer and the Finance Managers and devolved finance teams in the Children & Young People's and Social Care & Health directorates, and acting Finance for MonLife. It is proposed that job descriptions for the respective Finance Managers are updated to ensure the line of accountability to the Chief Officer for Resources, S151 Officer and Deputy S151 Officer for professional, technical and statutory finance matters is clear and to ensure effective Authority wide financial control, management and governance. It should be noted that whilst the post of acting Finance Manager for MonLife is being considered as part of the wider structure proposals for MonLife the line of accountability would remain with any relevant replacement post.

3.15 As is the case for all services, and in fact all local authorities, change is inevitable and the pace of change is increasing. The directorate never stands still and these proposals reflect the best configuration and alignment of services at this time. As noted below in the option appraisal there will be ongoing opportunities to review the effectiveness and efficacy of structures.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 This report seeks approval to alter the Resources directorate staff establishment in order to facilitate the range of projects and initiatives listed within this report, support the existing activities associated with the Council's corporate priorities and the continuation of delivery of the wide range of services provided through the Directorate. The report does not seek to amend or add to these policies or to services that direct the nature of services provided to the public. The report deals solely with staffing matters and as such a Future generations and Equality assessment is not considered appropriate or of relevance in this instance.

5. OPTIONS APPRAISAL

5.1 The revised DMT structure and senior finance structure proposals being put forward have been considered as part of a consultation exercise with the Strategic Leadership Team, Directorate Management Team and Cabinet Member for Resources.

5.2 In terms of the individual team restructures staff have been engaged and consulted and changes have been made as a result. Various options of service configuration had been examined, before arriving at the proposed restructure proposals and the requirement for additional posts. Some formal consultation is still being undertaken with staff teams and unions. Any amendments that become apparent and necessary will be considered by the Chief Officer for Resources in conjunction with the Cabinet Member for Resources.

- 5.3 An option remains not to proceed with the restructure as proposed and retain the existing arrangements. The option to do nothing is not seen as a feasible option. Whilst the interim arrangements have operated satisfactorily this has resulted from honoraria arrangements being put in place to reflect additional senior responsibilities. Furthermore the current structure does not currently offer the best use of resources and delivery of services. In fact the delivery of corporate priorities will be jeopardised without reorganising roles and responsibilities to reflect demand. In addition, the current structure will not develop or retain existing senior managers or provide opportunities for succession planning.
- 5.4 The additional posts proposed (appendix 1b in summary and appendices 2-5 in detail) respond to some of the identified service and function demands that are not presently being optimised with current staffing arrangements. Again the option remains not to proceed with some or all of these posts being created. There would be an ongoing risk that any decision not to proceed would reduce the directorate's ambitions and ability to deliver the Council's corporate priorities.
- 5.5 In terms of the senior finance restructure the options considered had looked at whether the need to effectively and adequately support the delivery of strategically significant projects and programmes can be accommodated under one Head of Service. The pace of change, commercial approach, local and regional ambitions and aspirations, and a backdrop of increasing demand and model needs to see strategically significant projects and programmes developed and delivered quickly. And without sacrificing the need for detailed analysis, robust business cases and appropriate due diligence where required.
- 5.6 The proposed structure looks to establish a Head of Project Finance role, operating at a level consistent with the Head of Finance (S151 Officer), with an equally significant domain of responsibility which manifests differently in that it will play a significant strategic role in influencing, informing, developing and implementing strategic significant projects, programmes and investments. The role will also attract a deputy S151 designation and reflective of the involvement and influence in material business decisions.
- 5.7 The proposals and the recommended option looks to provide an appropriate level of balance and dedicated senior finance leadership capability and expertise to ensure that Council has good financial management in place, whether through managing day to day operations (business as usual) or in advancing its strategic intentions and policy aims and ambitions.

6. EVALUATION CRITERIA

- 6.1 The wider implications of introducing the structure will be reflected in the service business plans and monitored through this mechanism. Regular reviews of performance and action with relevant officers will also be undertaken through one to one meetings, annual reviews and engagement with Select Committees when required. Whilst the new structure cannot 'guarantee' delivery, the drivers for change and insight captured suggests that this is the most appropriate senior management structure for the directorate. And together with the team restructures in Human Resources, the Digital Programme Office and Commercial

and Integrated Landlord Services appropriate in supporting the wider Authority and to respond to demand and need whilst acknowledging cost and budget implications.

- 6.2 The restructure of the senior finance management team, in itself, will prompt further review of structures. For the Head of Finance in reviewing teams and the structures inherited and to ensure they meet the needs of the Authority, are lean and fit for purpose. And for the Head of Project Finance in determining the most appropriate model to develop 'pop up' capacity and expertise as and when required and in ensuring that strategically significant projects are adequately supported.
- 6.3 A review of the People Services senior management structure will take place in 2020 as a result of the anticipated retirement of a number of senior staff within the directorate later in that year. The Head of People's service portfolio will be reviewed ahead of any planned retirement and to ensure that any changes can be managed well in advance.
- 6.4 Further opportunities to review structures will take place on an ongoing basis and centred around the MTFP and budget process.

7. REASONS:

- 7.1 The Corporate Plan and priorities describe the ambitions of the Council. The Resources directorate plays a key role in creating the conditions to enable services to succeed and that are so critical to delivering the Council's core vision of building sustainable and resilient communities for the benefit of current and future generations.
- 7.2 The Cabinet and Council has approved a suite of enabling strategies which significant underpin and articulate the operating model, modus operandi or 'way we do things around here'. In particular the intent of the People Strategy, Commercial Strategy, Strategic Asset Management Plan, Digital Strategy and MTFP are consistent with that of a 'future focused Council'. Intent needs to be backed up with delivery and in supporting services to deliver the priorities set out in the Corporate Plan (22 for 22). This restructure exercise looks to evolve the management structures and in-build team capacity and capability where needed and which as a consequence will support and enable delivery. Team restructures are long overdue and temporary and interim arrangements have been in place for an extended period.
- 7.3 The senior finance restructure proposals are driven by this same agenda and need but also a consequence of the very sad and untimely death of the former Head of Finance, Joy Robson. Proposals look to provide a legacy where robust financial management arrangements remain in place and to support a sustainable and resilient business and operating model where resources are aligned with demand. The proposals are also as a consequence of the transfer of the Revenues team into the existing shared service arrangement with Torfaen County Borough Council.
- 7.4 The proposed structure and team restructures look to align resource and expertise with demand and need, and will continue to enable the transition from traditional support service to enabling business partner.

8. RESOURCE IMPLICATIONS:

- 8.1 The cost implications of the restructure and amendments/additions to the establishment are detailed in Appendix 1b.
- 8.2 The full implementation of the restructure proposals, together with savings and adjustments made, will yield an overall initial saving of £32,000 in financial year 19/20, contributing in assisting the in-year overspend situation. This is expected to rise to a minimum of £150k for financial year 20/21 and a minimum of £250k for financial year 21/22.
- 8.3 The funding model, as illustrated in appendix 1b, will see a fall in budgeted external professional fees of £25,000, a reduction in budgeted overtime of £17,000 and commercial income of £201,000. In so doing an appropriate internal economy of scale / skill mix will be created that will bring additional certainty / staff welfare benefit to programme and project delivery.
- 8.4 The proposals are based on the anticipated salary point (SCP) that posts will attract following implementation rather than proposals being costed at the top of grade. This is on the basis that this reflects the anticipated costs of implementing the restructure in the current financial year. Incremental pay pressure will be managed on an annual basis as part of the annual budget process and dependent on staff turnover.
- 8.5 Any costs associated with the implementation of the structure (e.g. redundancy costs) will fall upon the overall Resource directorate budget to fund but should this prove insufficient, then corporate funding will be sought to cover any one off severance costs.

9. CONSULTEES:

Senior Leadership Team
Cabinet
Resources Directorate Management Team
Trade Unions

10. BACKGROUND PAPERS:

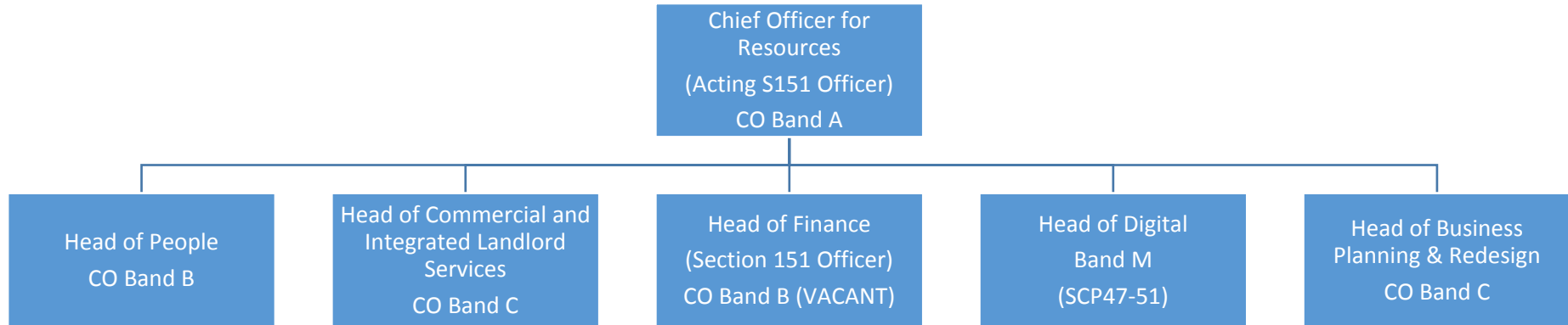
Appendix 1 – Restructure – summary costings and structure
Appendix 2 – Commercial and Integrated Landlord restructure proposals
Appendix 3 – People Services – HR restructure proposals
Appendix 4 – Digital Programme Office – restructure proposals
Appendix 5 – Finance – Senior Finance restructure proposals

11. **AUTHOR:** Peter Davies, Chief Officer for Resources

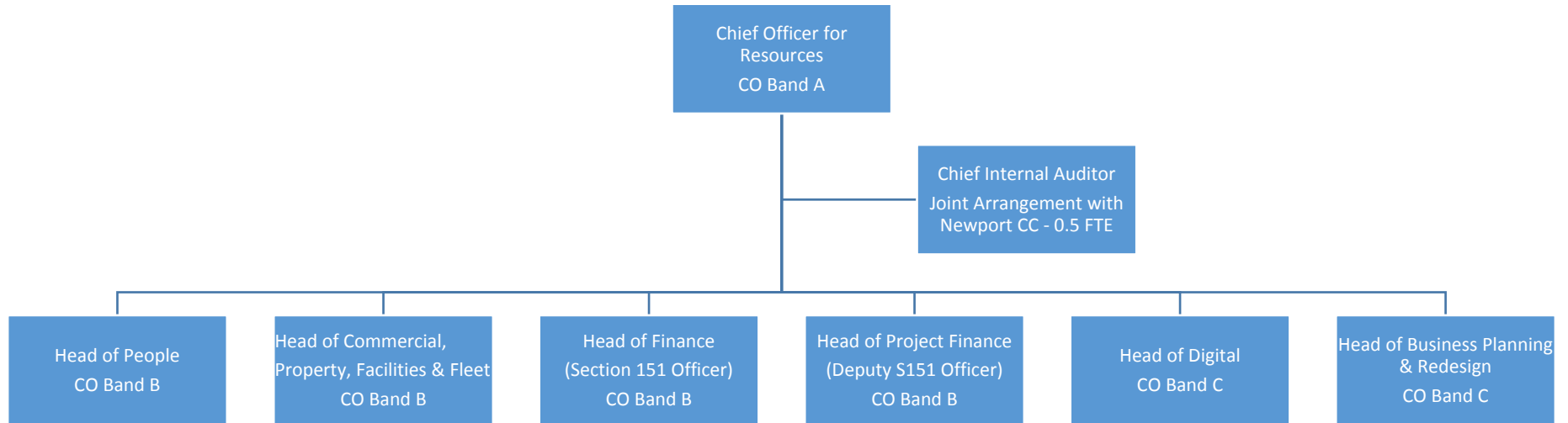
12. CONTACT DETAILS:

Tel: 01633 644294 / 07398 954828
E-mail: peterdavies@monmouthshire.gov.uk

RESOURCE DIRECTORATE – EXISTING DMT STRUCTURE



RESOURCE DIRECTORATE – PROPOSED DMT STRUCTURE



Appendix 1b - Resources Directorate Restructure - Estimated cost implications of proposed structure and funding assumptions

<i>Existing posts (deleted)/New Posts</i>	<i>EXISTING</i>			<i>PROPOSED</i>		
	<i>Salary</i>	<i>On Cost</i>	<i>Total Cost</i>	<i>Salary</i>	<i>On Cost</i>	<i>Total Cost</i>
Directorate Management Team						
<i>Head of People- CO Band B</i>	75,020	26,932	101,952			
Head of People - CO Band B				75,020	26,932	101,952
<i>Head of Commercial and Integrated Landlord Services- CO Band C</i>	68,471	24,513	92,984			
Head of Commercial, Property, Fleet and Facilities - CO Band B				71,448	25,578	97,026
<i>Head of Finance (Section 151 Officer) - CO Band B</i>	75,020	26,932	101,952			
<i>Assistant Head of Finance (Deputy Section 151 Officer) - Band M</i>	53,718	18,962	72,680			
<i>Assistant Head of Finance- Revenues, Systems & Exchequer - Band L</i>	49,489	17,371	66,860			
Head of Finance (Section 151 Officer) - CO Band B				71,448	25,578	97,026
Head of Project Finance (Deputy S151 Officer) - CO Band B				71,448	25,578	97,026
<i>Head of Digital - Band M</i>	53,718	18,962	72,680			
Head of Digital - CO Band C				61,326	21,832	83,158
<i>Head of Business Planning & Redesign - CO Band C</i>	68,471	24,513	92,984			
Head of Business Planning & Redesign - CO Band C				68,471	24,513	92,984
<u>Additional Posts - Subject to Job Evaluation</u>						
People Services						
HR Lead Business Partner (Corporate & Schools) - Band J				37,849	13,020	50,869
HR Business Partner (Corporate & Schools) - Band I				33,799	11,525	45,324
HR Business Partner (Monlife) - Band I - 0.86 FTE				32,734	11,130	43,864
Commercial, Property, Fleet and Facilities						
Asset Manager - Band L				45,591	15,957	61,548

Property Development Manager - Band L	45,591	15,957	61,548
Deputy Markets Manager - Band F	24,799	8,159	32,958
Market Assistant - Band D x 3 FTE	63,498	20,446	83,944
Monmouth & Caldicot Market Supervisor - Band D x 0.6 FTE	12,700	3,645	16,344
Energy Assistant - Band E	22,462	7,278	29,740
Design Manager - Band L	45,591	15,957	61,548
Quantity Surveyor - Band J	37,849	13,020	50,869
Architectural Technician - Band I - freeze post initially and recruit based on work	-	-	-
Design Mechanical Engineer - Band J	37,849	13,020	50,869
Principal Designer (H & S) - Band I	33,799	11,525	45,324
Maintenance & Facilities Manager - Band L	45,591	15,957	61,548
Clerk of Works - Band H	33,799	11,458	45,257
Electrical Clerk of Works - Band J	37,849	13,020	50,869
Cyclical Surveys Technician - Band E	22,462	7,278	29,740
H & S Lead Officer - Band I	33,799	11,525	45,324
H&S Compliance Officer - Band H	30,507	10,311	40,818
Facilities Officer- Usk - Band H	30,507	10,311	40,818
Facilities Officer - Magor - Band H	30,507	10,311	40,818
Facilities Assistant - Band F	24,799	8,159	32,958
Finance & Contracts Manager - Band J	37,849	13,020	50,869
Contracts Administrator - Band E	22,462	7,278	29,740
Accounts Officer - Band F	26,999	8,964	35,963
Accountants Assistant - Band E	22,462	7,278	29,740
Customer Services Team Leader - Band F	26,999	8,964	35,963
Help Desk Assistants - Band C	19,945	6,343	26,288
Help Desk Assistants - Band C	19,945	6,343	26,288
Receptionists - Band C	19,945	6,343	26,288
Receptionists - Band C	19,945	6,343	26,288
Courier - Band C	19,945	6,343	26,288
Mail & support services Assistant - Band C	19,945	6,343	26,288
Finance			
Senior Project Accountant - Band K	41,675	14,461	56,136

Digital

Digital Business & Project Support Officer - band F	24,799	8,159	32,958
Digital Apprentice - National Minimum Wage based on age	17,316	5,368	22,684
Data & Information Systems Co-ordinator (Sharepoint) - band H	30,507	10,311	40,818
Schools GDPR & Information Officer - band F	23,111	7,534	30,645
SRS Technical Project Officer - scale 8 (employed via TCBC)	31,371	10,603	41,974
SRS Applications Analyst - scale 7 (employed via TCBC) - freeze post initially and recruit based on work - retained in costings as fully funded by services as part of project costs	26,999	8,964	35,963

Deleted Posts

Commercial, Property, Fleet and Facilities

Estates Manager - Band L	49,489	17,371	66,860
Principal Valuer - Band J	39,782	13,765	53,547
Market Assistant - Band D - 0.43 FTE	9,101	2,321	11,422
Facilities Assistants x 3 - Band D - 2.17 FTE	45,907	13,956	59,863
Market Assistant - Band D - no regular hours	7,684	1,786	9,470
Design Manager - Band K - 0.6 FTE	27,355	9,109	36,464
Senior Surveyor - Band K	45,591	15,957	61,548
Building Surveyor - Band H	33,799	11,525	45,324
Cyclical Maintenance Officer - Band H	33,799	11,525	45,324
Health & Safety Manager - Band I - 0.6 FTE	22,709	7,381	30,090
Business Manager - Band K	45,591	15,957	61,548
Facilities Manager - Band H - 0.6 FTE	20,279	6,469	26,749
Office Services Manager - Band H	33,799	11,525	45,324
Support Services Manager - Band J	41,675	14,461	56,136
Reception Supervisor / Telephones - Band E (0.65 FTE)	15,803	4,804	20,608
Reception / Telephonist - Band C - 1.8 FTE (2 posts)	35,901	11,193	47,094
Reception / Telephonist - Band B	18,795	5,920	24,715
Courier / Mail Clerk - Band C (0.86 FTE)	17,153	5,317	22,470
Clerical Assistant - Band B (0.77 FTE)	14,472	4,284	18,756
Admin Officer Customer Services - Band D	22,021	7,135	29,156
Admin Officer - Duty of Care Accounts - Band D	22,021	7,135	29,156
Admin Officer - Helpdesk - Band C - 1.68 FTE (2 posts)	33,508	10,330	43,838

Admin Officer - Systems - Band E	24,313	7,975	32,288			
Modern Apprentices x 3 FTE	36,609	10,397	47,006			

Establishment adjustments

People Services

HR Business Partner - increase from 0.8 to 1.0 FTE				7,570	2,816	10,386
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Commercial, Property, Fleet and Facilities

Asset Officers x 2 FTE - JE regrade - band I to band J	71,648	24,546	96,194	75,698	26,040	101,738
Development Surveyor x 2 FTE - JE regrade - band I to band J	72,637	24,918	97,555	75,698	26,040	101,738
Markets Manager - JE regrade - band G to band H	30,507	10,311	40,818	30,507	10,311	40,818
Energy Manager - JE regrade - band H to band I	33,799	11,525	45,324	33,799	11,525	45,324
Quantity Surveyor - JE regrade - band I to band J	37,849	13,020	50,869	37,849	13,020	50,869
Structural Engineer - JE regrade - band I to band J (0.6 FTE)	22,709	7,381	30,090	22,709	7,812	30,521
Design Electrical Engineer - JE regrade - band I to band J	37,849	13,020	50,869	37,849	13,020	50,869
Clerk of Works - JE regrade - band G to band H (2.6 FTE) - 3 posts	79,318	26,352	105,670	79,318	26,352	105,670
Clerk of Works - JE regrade - band E to band H (0.8 FTE)	19,069	6,026	25,095	24,406	8,005	32,411
Electrical Clerk of Works - JE regrade - band H to band J	33,799	11,525	45,324	37,849	13,020	50,869
Mechanical clerk of works - JE regrade - band H to band J (0.6 FTE)	20,279	6,469	26,749	37,849	13,020	50,869
H&S Compliance Officer - JE regrade - band F to band H	30,507	10,311	40,818	30,507	10,311	40,818
Facilities Manager Collaboration - JE regrade - band F to band H	26,999	8,964	35,963	30,507	10,311	40,818

Finance

Chief Internal Auditor - increase from 0.4FTE to 0.5FTE - Newport CC shared post						7,144
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Digital

Head of Digital - Flexible Retirement - reduction to 32 hr				- 8,287 -	3,109 -	11,396
Digital Design & Data Manager - JE regrade - band J to band L	41,675	14,461	56,136	49,489	17,371	66,860
Business Analyst & SRS Resource Planner - JE regrade - band H to band J	33,799	11,525	45,324	39,782	13,765	53,547
Digital Business Relationship Partner x 3 - JE regrade - band G to band H	91,521	30,934	122,455	96,087	32,573	128,660

Head of Business Planning and Redesign

Future Monmouthshire Co-ordinator - JE regrade - band F to band H	26,999	8,964	35,963	33,799	11,525	45,324
Senior Strategic Procurement Officer - JE regrade - band G to band I	30,507	10,311	40,818	37,849	13,020	50,869

1,882,535	636,347	2,518,882	2,446,145	834,690	3,287,979
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Net Increase in Staff Establishment Budget

769,097

Funded by:

People Services

HR Business Partner (Monlife) post - currently budgeted as temporary post

- 43,864

Commercial, Property, Fleet and Facilities

Funding for Head of Service band increase met from Enterprise restructure taken through Cabinet on 31st July

- 4,043

Reduction in budget provision for markets overtime and additional hours

- 17,087

Rental income from letting of Innovation House

- 78,000

Reduction in professional fees

- 25,000

Increased commercial income

- 18,000

Apportionment of development team staffing costs to capital projects and investment activity and due diligence - 50% of core team

- 100,256

Service Charge from letting Innovation House

- 65,534

Income from Band B Capital Schemes

- 46,000

Increased Income from Gwent Police

- 40,132

Reduce agency staff

- 65,000

Finance

Saving resulting from transferring Council Tax and Business Rates teams into

Shared Service Arrangement with TCBC - ICM decision 24th July 2019

- 46,000

Apportionment of project finance staffing costs to capital projects and

investment activity and due diligence - 50% of core project finance team

- 76,581

Digital

Schools funding - Schools GDPR & Information Officer post

- 30,645

SRS additional staffing charged onto services via digital project costs

- 77,937

Head of Business Planning and Redesign

Release of staffing budget from Future Monmouthshire for Mon Life temporary Finance Manager post and secondment

- 66,807

- 800,886

Funding Gap

- 31,789

Commercial and Integrated Landlord Services Restructure

Estates

The re-structure will formalise the division of the Estates Service into two distinct professional teams as well as retaining our service responsibilities for cemeteries, energy and markets. It is proposed that the professional property aspect is divided into estate management and development teams. A new Managers post will oversee the Estates Management team and the team will undertake the management of our operational, legacy, county farms and investment portfolios. They will also lead on the annual asset valuations process and asset management activities. It is intended that as the team builds in capacity and expertise then the need for external management agents managing our investment portfolio will reduce or be eliminated. We will still need external professional advice when undertaking acquisitions to provide independent advice and market knowledge

The development team has been in operation for approximately 18 months and have developed a strong track record in the sale of existing sites such as Rockfield Farm and Crick Road. They are however pulled in to supplement the estate management team, as they do not have an independent management structure. In the current proposals a new Development Manager post has been created that will be responsible for transitioning the team away from traditional sales and moving towards JV's and hopefully a new development company. The rest of the team structure remains as existing, but this may need reflection in due course dependent on the decision to move into the development company and capacity requirements.

The team has had a vacant asset officer's post for in excess of 12 months and despite a number of external adverts and discussions with recruitment companies, we have been unable to fill it. The re-structure re-grades the surveyor's posts in an attempt to make them more financially attractive and whilst we still will not be competing at the same level as the private sector in terms of financial remuneration, I would hope that the recent acquisitions and the possible opportunities we can offer would be enough to fill the existing and new roles.

The Markets Service is currently under resourced and as such, this places significant pressure on a small front line team to work hours beyond those contracted and often late in the evenings, every weekend and bank holidays. The market practices are out dated and this has come to light recently due to sickness absences, traders meetings and the current refurbishment of the market hall. In order to maximise income generation and meet income targets the service needs to be modernised and additional capacity built in. It is therefore proposed to create a Deputy Markets Manager post and convert the current facilities assistant posts from 25-hour contracts to full time posts. This will offset overtime and casual worker costs, however it is unlikely these costs will be completely eliminated due to the extended opening hours of the Abergavenny Town Hall building.

It is also proposed to create an Energy Assistant post to support the Energy Manager in managing the council's utility providers, working with services to manage billing, water leaks, installation of smart meters and dealing with queries. In addition, if capacity allows they will support in the delivery of energy projects and delivering our carbon neutral agenda.

Property Services

It is evident that there is a lack of capacity within the existing teams, which has resulted in the need to contract out work to neighbouring authorities or the private sector. The schemes contracted out include the new police headquarters, elements of the Caldicot and Monmouth Comprehensive

builds as well as one off projects such as the design of J block. This has resulted in staff becoming demotivated due to lack of capacity, opportunities for progression, lack of succession planning and a continual reactive response rather than a planned delivery programme. The proposed re-structure seeks to develop additional capacity and expertise within the teams to enable them to manage the current and pipeline of both design and maintenance projects. The team however is required to fully recover all of their costs with an income target in excess of £1,200,000; this has resulted in the charging of fees to internal clients, which in turn acts as a barrier to Property Services being used. It is also true that due to lack of capacity, the customer care for internal clients has not always been to the level we would expect and this has also driven away custom. It is anticipated that this position will reverse as the capacity is increased and colleagues are fairly rewarded for the skills and expertise that they provide.

The Design team are the largest users of external providers as they lack a coherent planning process to manage workloads and capacity is limited. The existing Design Managers post is ineffective on the basis of a 3 day week and needs to be re-designated as a full time post to enable the management of projects and resources and ensure that decisions are not delayed whilst the Design Manager is not in the office. There is no deputy in the current or proposed structure so the re-designation of this post is essential. Additional capacity is proposed through the creation of an additional Quantity Surveyor and Architectural Technician posts. The Quantity Surveyors play a crucial role in cost management on all the schemes delivered and given the magnitude of these projects additional resource is essential as currently we are relying on third parties to enable us to continue to undertake this role. The Architectural Technician will be responsible for undertaking design work on small schemes as well as overseeing their implementation. Additional projects emanating from S106 schemes, additional grant funding for schools and Gwent Police's estates strategy will utilise this additional capacity. It is not anticipated that the Design team will be involved in the development company workload; however, this can be reviewed as the work programme for the proposed company develops. In order to respond to changes in health and safety legislation a Principle Designer role is required in order for us to undertake any construction works (of any scale). We are currently managing this through an agency appointment, but it will be an essential post within the new structure.

Currently the Maintenance Manager holds responsibility for the maintenance of the Council and Gwent Police's property portfolio. In common with the design team, the maintenance team are obliged to generate a fee income to offset their costs and therefore income is derived by top slicing the capital maintenance programme, a fee charge of 15% to service departments for maintenance works, as well as an SLA with Schools and a fee charge of 7%. Once again, this is a barrier for non-corporate works as services seek to reduce costs by commissioning the work externally. This has led to additional costs for the authority when the works undertaken do not meet regulatory or health and safety standards and the Maintenance teams are then required to intervene and incur additional expenditure. The charge is therefore counter intuitive as it drives potentially poor practices and additional costs. The proposed re-structure retains the existing team and supplements capacity through the creation of an additional electrical clerk of works post – an area where we are continually struggling to meet demand. Given the role out of EV chargers and the de-carbonisation, agenda demand for both our electrical and mechanical officers will be increasing and we are already operating beyond capacity.

Health and Safety is a team that has been consistently below capacity for a number of years following the departure of both a monitoring officer and the Manager. This has meant a decrease in our ability to undertake effective monitoring and the commissioning of health & safety surveys and

remediation works. Recent legislation has also necessitated a change in how construction projects are managed and the requirement for a Principle Designer as discussed above. It is intended that the health and safety team will now report directly to the Maintenance and Facilities Manager and will result in the creation of a new Health & Safety Lead Officer post who will hold responsibility for the commissioning of surveys, undertaking remediation works, identifying poor practice within our buildings and ensuring our undertakings are compliant with legislation.

The proposed structure changes the reporting responsibilities for facilities management and builds in capacity at our Magor site. It is intended that the cost of this officer will be recovered through commercial lettings, however there will be a time lag until the building becomes fully available and let. A Facilities Assistant position has been built in capacity to cover holidays, sickness etc. at both sites and manage the increased usage on the County Hall site.

Business Support will undergo a significant change in the current proposals. The service is responsible for the provision of reception, courier, mail, stationary, mobile telephones, photocopiers, property services accounts, timesheet administration, recharges etc. It is proposed that the hierarchy will be streamlined and the teams split into customer services and accounts & contract management. The Business Manager and Office Services Manager posts are to be deleted and replaced with a Finance & Contracts Manager who will be responsible for the service, supporting this post will be a Contracts Officer and Customer Services Team Leader. The purpose of this is to delineate clear responsibilities and improve existing performance around the management of large corporate contracts such as mobile telephony and photocopiers.

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COMMERCIAL & INTEGRATED LANDLORD SERVICES RESTRUCTURE - COSTINGSCURRENT

<u>FTE</u>	<u>Post Title</u>	<u>Band</u>		<u>SCP</u>	<u>Salary</u>	<u>On Costs</u>	<u>Total Cost</u>	
<u>ESTATES</u>								
1.00	Estates Manager	L	Deleted	43 - 47	47	49,489	17,371	66,860
1.00	Principal Valuer	J	Deleted	35 - 39	37	39,782	13,765	53,547
2.00	Asset Officer	I		31 - 35	35, 31	71,648	24,546	96,194
1.00	Estates Technician	E		14 - 18	17	23,836	7,794	31,630
1.00	Cemeteries Officer	G		23 - 27	27	30,507	10,311	40,818
1.00	Estates Support Officer	D		9 - 13	11	21,166	6,815	27,981
0.60	Facilities Officer	H		27 - 31	31	20,279	6,469	26,749
2.00	Development Surveyor	I		31 - 35	35, 32	72,637	24,918	97,555
1.00	Development Graduate Surveyor	G		23 - 27	24	27,905	9,320	37,225
1.00	Markets & Facilities Manager	G		23 - 27	27	30,507	10,311	40,818
0.43	Market Assistant	D	Deleted	9 - 13	11	9,101	2,321	11,422
2.17	Facilities Assistants	D	Deleted	9 - 13	11, 11, 11	45,907	13,956	59,863
0.68	Shop Mobility Co-ordinator	D		9 - 13	11	14,301	4,233	18,535
1.00	Energy Manager	I		31 - 35	31	33,799	11,525	45,324
15.88						490,865	163,656	654,521
	Markets overtime/Additional Hours 17/18					13,995	3,093	17,087
	Additional Market assistant (no regular hours)					7,684	1,786	9,470
						512,544	168,534	681,078

PROPERTY SERVICESDesign Team

0.60	Design Manager	K	Deleted	39-43	43	27,355	9,109	36,464
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1.00	Quantity Surveyor	I		31-35	35	37,849	13,020	50,869
1.00	Project Officer	I		31-35	35	37,849	13,020	50,869
0.60	Structural Engineer	I		31-35	35	22,709	7,381	30,090
1.00	Architectural Technician	I		31-35	35	37,849	13,020	50,869
1.00	Architectural Technician	I		31-35	35	37,849	13,020	50,869
1.00	Electrical Engineer	I		31-35	35	37,849	13,020	50,869

6.20 **239,309** **81,590** **320,899**

Maintenance Team

1.00	Senior Surveyor	K	Deleted	39-43	43	45,591	15,957	61,548
1.00	Building Clerk of Works	G		23-27	27	30,507	10,311	40,818
1.00	Building Clerk of Works	G		23-27	27	30,507	10,311	40,818
0.60	Building Clerk of Works	G		23-27	27	18,304	5,729	24,033
0.80	Clerk of Works	E		14-18	17	19,069	6,026	25,095
1.00	Building Surveyor	H	Deleted	27-31	31	33,799	11,525	45,324
1.00	Electrical Engineer	H		27-31	31	33,799	11,525	45,324
0.60	Mechanical Engineer	H		27-31	31	20,279	6,469	26,749
1.00	Cyclical Maintenance Officer	H	Deleted	27-31	31	33,799	11,525	45,324
1.00	FM Manager (Collaboration)	F		19-23	23	26,999	8,964	35,963

9.00 **292,653** **98,344** **390,997**

Health & Safety Team

0.60	Health & Safety Manager	I	Deleted	31-35	35	22,709	7,381	30,090
1.00	Compliance Officer	G		23-27	27	30,507	10,311	40,818

1.60 **53,216** **17,692** **70,908**

Facilities Management Team

1.00	Business Manager	K	Deleted	39-43	43	45,591	15,957	61,548
0.60	Facilities Manager	H	Deleted	27-31	31	20,279	6,469	26,749
1.00	Office Services Manager	H	Deleted	27-31	31	33,799	11,525	45,324
1.00	Support Services Manager	J	Deleted	35-39	39	41,675	14,461	56,136
0.65	Reception Supervisor / Telephones	E	Deleted	14-18	18	15,803	4,804	20,608
1.00	Reception / Telephonist	C	Deleted	05-08	8	19,945	6,343	26,288

0.80	Reception / Telephonist	C	Deleted	05-08	8	15,956	4,851	20,807
1.00	Reception / Telephonist	B	Deleted	03-05	5	18,795	5,920	24,715
0.86	Courier / mail Clerk	C	Deleted	05-08	8	17,153	5,317	22,470
0.77	Clerical Assistant	B	Deleted	03-05	5	14,472	4,284	18,756
1.00	Admin Officer Customer Services	D	Deleted	09-13	13	22,021	7,135	29,156
1.00	Admin Officer - Duty of care Accounts	D	Deleted	09-13	13	22,021	7,135	29,156
1.00	Admin Officer - Helpdesk	C	Deleted	05-08	8	19,945	6,343	26,288
0.68	Admin Officer - Helpdesk	C	Deleted	05-08	8	13,563	3,987	17,550
1.00	Admin Officer - Systems	E	Deleted	14-18	18	24,313	7,975	32,288
1.00	Modern Apprentices		Deleted			12,203	3,466	15,669
1.00	Modern Apprentices		Deleted			12,203	3,466	15,669
1.00	Modern Apprentices		Deleted			12,203	3,466	15,669

16.36 **381,940** **122,903** **504,843**

33.16 **967,119** **320,528** **1,287,647**

49.04 TOTAL **1,479,663** **489,063** **1,968,726**

PROPOSED

<u>FTE</u>	<u>Post Title</u>	<u>Band</u>		<u>SCP</u>	<u>Salary</u>	<u>On Costs</u>	<u>Total Cost</u>	
<u>ESTATES</u>								
1.00	Asset Manager	L	New	43 - 47	43	45,591	15,957	61,548
2.00	Asset Officer	J	Band increase	35 - 39	35	75,698	26,040	101,738
1.00	Estates Technician	E		14 - 18	17	23,836	7,794	31,630
1.00	Cemeteries Officer	G		23 - 27	27	30,507	10,311	40,818
1.00	Support Officer	D		9 - 13	11	21,166	6,815	27,981
0.60	Facilities Officer	H		27 - 31	31	20,279	6,469	26,749
1.00	Property Development Manager	L	New	43 - 47	43	45,591	15,957	61,548
2.00	Development Surveyor	J	Band increase	35 - 39	35	75,698	26,040	101,738
1.00	Development Graduate Surveyor	G		23 - 27	24	27,905	9,320	37,225

1.00	Markets Manager	H	Band increase	27 -31	27	30,507	10,311	40,818
1.00	Deputy Markets Manager	F	New	19 -23	19	24,799	8,159	32,958
3.00	Market Assistant	D	New	9 - 13	11	63,498	20,446	83,944
0.60	Monmouth & Caldicot Market supervisor	D	New	9 - 13	11	12,700	3,645	16,344
0.68	Shop Mobility Co-ordinator	D		9 - 13	11	14,301	4,233	18,535
1.00	Energy Manager	I	Band increase	31 - 35	31	33,799	11,525	45,324
1.00	Energy Assistant	E	New	14 - 18	14	22,462	7,278	29,740
18.88						568,337	190,302	758,640

PROPERTY SERVICES

Design Team

1.00	Design Manager	L	New	43-47	43	45,591	15,957	61,548
1.00	Quantity Surveyor	J	New	35-39	35	37,849	13,020	50,869
1.00	Quantity Surveyor	J	Band Increase	35-39	35	37,849	13,020	50,869
1.00	Project Manager	I		31-35	35	37,849	13,020	50,869
0.60	Structural Engineer	J	Band Increase	35-39	35	22,709	7,812	30,521
1.00	Architectural Technicians	I		31-35	35	37,849	13,020	50,869
1.00	Architectural Technicians	I		31-35	35	37,849	13,020	50,869
1.00	Architectural Technicians	I	New - freeze	31-35	31	-	-	-
1.00	Design Electrical Engineer	J	Band Increase	35-39	35	37,849	13,020	50,869
1.00	Design Mechanical Engineer	J	New	35-39	35	37,849	13,020	50,869
1.00	Principal Designer (H & S)	I	New	31-35	31	33,799	11,525	45,324
10.60						367,042	126,435	493,477

Maintenance & Health and Safety Team

1.00	Maintainence & Facilities Manager	L	New	43 - 47	43	45,591	15,957	61,548
1.00	Clerk of Works	H	New	27 - 31	31	33,799	11,458	45,257
1.00	Clerk of Works	H	Band Increase	27 - 31	27	30,507	10,311	40,818
1.00	Clerk of Works	H	Band Increase	27 - 31	27	30,507	10,311	40,818
0.60	Clerk of Works	H	Band Increase	27 - 31	27	18,304	5,729	24,033
0.80	Clerk of Works	H	Band Increase	27 - 31	27	24,406	8,005	32,411

1.00	Electrical Clerk of Works	J	New	35 - 39	35	37,849	13,020	50,869
1.00	Electrical Clerk of Works	J	Band Increase	35 - 39	35	37,849	13,020	50,869
1.00	Mechanical clerk of works	J	Band Increase	35 - 39	35	37,849	13,020	50,869
1.00	Cyclical Surveys Technician	E	New	14-18	14	22,462	7,278	29,740
1.00	H & S Lead Officer	I	New	31 - 35	31	33,799	11,525	45,324
1.00	H&S Compliance Officer	H	New	27 - 31	27	30,507	10,311	40,818
1.00	H&S Compliance Officer	H	Band Increase	27 - 31	27	30,507	10,311	40,818

12.40 **413,936** **140,258** **554,194**

Facilities Management Team

1.00	Facilities Officer- Usk	H	New	27-31	27	30,507	10,311	40,818
1.00	Facilities Officer - Magor	H	New	27-31	27	30,507	10,311	40,818
1.00	Facilities Manager - Collaboration	H	Band Increase	27-31	27	30,507	10,311	40,818
1.00	Facilities Assistant	F	New	19-23	19	24,799	8,159	32,958

4.00 **116,320** **39,093** **155,413**

Business Support Team

1.00	Finance & Contracts Manager	J	New	35-39	35	37,849	13,020	50,869
1.00	Contracts Administrator	E	New	14 - 18	14	22,462	7,278	29,740
1.00	Accounts Officer	G	New	23 - 27	23	26,999	8,964	35,963
1.00	Accountants Assistant	E	New	14 - 18	14	22,462	7,278	29,740
1.00	Customer Services Team Leader	G	New	23-27	23	26,999	8,964	35,963
1.00	Help Desk Assistants	C	New	05-08	8	19,945	6,343	26,288
1.00	Help Desk Assistants	C	New	05-08	8	19,945	6,343	26,288
1.00	Receptionists	C	New	05-08	8	19,945	6,343	26,288
1.00	Receptionists	C	New	05-08	8	19,945	6,343	26,288
1.00	Courier	C	New	05-08	8	19,945	6,343	26,288
1.00	Mail & support services Assistant	C	New	05-08	8	19,945	6,343	26,288

11.00 **256,441** **83,558** **339,999**

38.00 **1,153,739** **389,343** **1,543,082**

56.88 TOTAL **1,722,077** **579,646** **2,301,722**

7.84 ADDITIONAL COST

332,996

Funded By:

Rent from letting in Innovation House	78,000
Reduction in Professional Fees	25,000
Increased Commercial Income	18,000
Apportionment of development team staffing costs to capital projects and investment activity - 50% of core team	100,256
Service Charge from letting Innovation House	65,534
Income from Band B Capital Schemes	46,000
Increased Income from Gwent Police	40,132
Reduce agency staffing	65,000

Funding

437,922

(Surplus)/Deficit

- **104,925**

HR RESTRUCTURE PROPOSALS

1. PURPOSE:

To present a report, which seeks to confirm the structure within the People Services HR Team in the Resources directorate, to enable the effective delivery of HR support across the organisation.

2. KEY ISSUES:

The current work undertaken by People Services HR looks to create opportunity for development and an 'offer' to the organisation which focuses on proactive HR service delivery, enabling the development of 'self-serve' across the business and across schools. This work looks to enable a shift to support business and school management teams to be able to consider talent management, succession planning and key workforce information and data in a much more focused way that will allow meaningful and targeted interventions and associated work streams. The aim is to consolidate a sustainable HR structure model, which looks to enable a service delivery that has pace and flexibility, which incorporates the digital agenda and which is responsive to our customer need.

The proposals contained in this report enable the HR team to consolidate its work programme and provide a solid base for moving forward with a significant work programme. Since 2015, the current structure has survived by 'plugging the gaps' with additional temporary resource and additional honoraria payments. There is real urgency to confirm a structure which creates resilience, enables succession planning and which can continue to deliver sound, professional HR advice and support in challenging times and which acknowledges & reflects the fact that the people, who work for Monmouthshire, on and off the payroll, are our greatest resource. Further information on the current & proposed structure (and costings) is provided in annex 1 and 2.

3. REASONS:

This report allows the Resources Directorate to ensure that it has the capacity within the Human Resources team to allow business areas and schools to be provided with adequate resource in terms of professional HR advice, support & guidance. Temporary arrangements have been in place for 4 years and for colleague wellbeing and recruitment & retention reasons there is a need to confirm structure. The current position is not sustainable.

Implementation of the structure will help to support key organisational priorities such as the health & wellbeing of colleagues across Monmouthshire (particularly in relation to mental health wellbeing), HR related system/digital development; volunteering; maximising attendance. As an example, the current visioning project and associated future HR /Payroll system analysis work needs to be supported by a robust future focused HR structure. Future focus for HR is upon providing up to the minute data and analytics, and HR related systems which create information at the right time to the right people; looking at how the digital agenda can influence HR in Monmouthshire, helping to support colleagues to be self-sufficient & for those with management responsibilities enabling management of 'people processes' to be simple & effective; cascading policies (which are alive & relevant) in a variety of formats via innovative system development; supporting leadership to deliver corporate goals. Our 'rejuvenated' HR

systems will look to create understanding and awareness, supporting colleagues to do what they need to do easily & quickly with the development of more effective, simple processes. System improvement creates meaningful data & information which can be used for succession planning and workforce planning & for creating greater accountability. The proposed HR structure looks to support this by enabling the progression of focused HR roles which include specific developmental/digital support on HR related systems across schools and corporate, developing additional HR resource and cross over between schools and corporate (enabling greater resilience) and further developing the HR Business Partner model which will focus on the above to support our organisational priorities.

To order to provide effective HR advice, guidance & support to all colleagues, the Resources Directorate needs to ensure that it has the capacity to deliver meaningful support services to the organisation.

4. RESOURCE IMPLICATIONS:

The proposed structure for HR will result in an initial net cost of £106,579 which will reduce to £73,322 (by non- replacement of a post in due course).

5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

This report seeks approval to alter the HR team establishment in order to facilitate the range of projects and initiatives listed within this report, existing activities associated with the Council's corporate priorities and the continuation of delivery of the wide range of services provided. The report does not seek to amend or add to these policies or services that direct the nature of services provided to the public. The report deals solely with staffing matters and as such a Future generations and Equality assessment is not considered appropriate or of relevance in this instance.

6. CONSULTEES:

Cabinet
SLT
HR Team
Head of People & Information Governance
People Services Accountant
Chief Officer, Resources
Trade Unions – UNISON and GMB

7. BACKGROUND PAPERS:

Annex 1 – Existing and proposed structures and costing
Annex 2 – Structure report

8. AUTHOR:

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ANNEX 1 - CURRENT HR STRUCTURE

JOB ROLE	GRADE	FTE	SALARY	Salary with on-costs	NOTES:
Part Time HR Lead Business Partner CORPORATE (3 days)	Band J (SCP35-39)	0.6 FTE (22.2 hours)	£25,005 (SCP39)	£33,257 (33.0%)	Post holder on flexi retirement. Post will not be replaced upon retirement.
Part Time HR Lead Business Partner CORPORATE (3 days)	Band J (SCP35-39)	0.61 FTE (22.5 hours)	£25,343 (SCP39)	£33,706 (33.0%)	Post-holder currently in receipt of an honoraria payment
HR Lead Business Partner SCHOOLS	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	Post-holder currently in receipt of an honoraria payment. SCHOOLS SLA income offsets.
HR Lead Business Partner SCHOOLS	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	Post-holder currently in receipt of an honoraria payment. SCHOOLS SLA income offsets.
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	
Part Time HR Business Partner (4 days)	Band I (SCP31-35)	0.8 FTE (29.6 hours)	£30,279 (SCP35)	£40,483 (33.7%)	
Part Time HR Business Partner (3 days)	Band I (SCP31-35)	0.6 FTE (22.2 hours)	£22,709 (SCP35)	£30,090 (32.5%)	

HR Business Partner (Temporary – Sept 2019)	Band I (SCP31-35)	0.86 FTE (32 hours)	£32,734 (SCP35)	£43,864 (34.0%)	
		6.47 FTE (Headcount: 8)		£344,541	

PROPOSED STRUCTURE

JOB ROLE	GRADE	FTE	SALARY	Salary with on-costs	NOTES:
HR Lead Business Partner (Corporate & Schools)	Band J (SCP35-39)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	ADDITIONAL POST
Part Time HR Lead Business Partner (Corporate) 3 days	Band J (SCP35-39)	0.6 FTE (22.2 hours)	£25,005 (SCP39)	£33,257 (33.0%)	Post will not be replaced.
Part Time HR Lead Business Partner (Corporate) 3 days	Band J (SCP35-39)	0.61 FTE (22.5 hours)	£25,343 (SCP39)	£33,706 (33.0%)	
HR Lead Business Partner (CYP & Schools)	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	
HR Lead Business Partner (CYP & Schools)	Band J (SCP35-39)	1.0 FTE	£41,675 (SCP39)	£56,136 (34.7%)	
HR Business Partner (MONLIFE)	Band I (SCP31-35)	0.86 FTE (32 hours)	£32,734 (SCP35)	£43,864 (34.0%)	ADDITIONAL POST Currently a temp post
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	
HR Business Partner	Band I (SCP31-35)	1.0 FTE	£37,849 (SCP35)	£50,869 (34.4%)	INCREASE of 0.2 FTE (Currently a 0.8 FTE post)

HR Business Partner (SCHOOLS & Corporate)	Band I (SCP31-35)	1.0 FTE	£33,799 (SCP31)	£45,324 (34.1%)	ADDITIONAL POST
Part Time HR Business Partner 3 days	Band I (SCP31-35)	0.6 FTE	£22,709 (SCP35)	£30,090 (32.5%)	
		8.67 FTE (Headcount: 10)		£451,120	

Annex 2 - People Services HR Structure report

1. Background: Existing Structure and service delivery

The existing structure provides HR support across the organisation.

To date the HR service has primarily been a fairly reactive one, responding to managers/Head-teachers requests for help and assistance and in some areas of the organisation seeking to get the balance between 'hand-holding' and enabling managers/Head-teachers to take full ownership, accountability & to manage effectively. This has been against a backdrop of temporary changes to the HR structure, reduced HR resource, and in continuing challenging times where directorates & schools wrestle budget pressures and change management issues. The HR team assist the organisation with the management of significant HR issues and seek to support a developing focus on self-serve, development of digital approaches to enable peer-to-peer support, creating active and resilient networks across business areas and schools to reduce dependency and increase knowledge and confidence. The financial pressure on Directorates and schools has presented significant HR challenges and significant case management workloads for the HR team to deal with. HR data and analysis is key to business development & workforce planning and as such is an evolving piece of work. Supporting volunteering programme is a key organisational priority, which requires input and support from within People Services.

The current team supporting corporate consists of 6.47 FTE (2.0 FTE support CYP & Schools) including 0.8 FTE temporary HR Business Partner supporting MONLIFE.

Schools

Historically, HR support for schools has consisted of one HR Lead Business Partner and two HR Business Partners. Currently, we have two HR Business Partners who, since 2015, receive honoraria payments to act as Lead HR Business Partners. Providing effective HR support to 34 out of 35 schools (plus the PRS) requires a sustainable and resilient structure. Since 2015, we have had temporary and ad-hoc arrangements to cover the gap. Developing a new structure will create better resilience, which will enable effective delivery of a HR service, which is highly valued by schools. We need to sustain and develop the level of service we currently provide. With the delivery of a service via a SLA, there is always a risk that customers may choose to buy services elsewhere. We have a duty of care to the two colleagues who currently deliver the HR service for our schools. Absence from work (for what- ever reason) of one colleague places a significant burden on just one other and poses a significant risk to the business. This report therefore proposes that the additional fulltime HR Lead Business Partner will cover corporate and schools and the additional HR Business partner will cover schools and corporate.

In April 2018, 4 primary schools opted to buy back in to the MCC HR services and in April 2019 a secondary school opted back in. Therefore at the present time, only one secondary school does not opt to buy our HR services. As a consequence, we have seen an increase in workload and it is therefore important that the HR structure reflects the fact that out of approximately 3,600 total employees around 2,000 are based in our schools.

2. Proposed structure & service delivery

In the proposed structure, the HR team will focus on providing managers & Head-teachers with the "tools" that equip them to do their job more effectively.

The HR Lead Business Partners will lead and manage the operational aspects of the HR service, have strategic oversight, and look to develop consistent application of advice, guidance and support to business managers, leaders and Head-teachers, this includes development of business partner meetings where data, digital & analytics have a stronger focus.

The addition (to the current structure) of a HR Lead Business Partner on a 1.0 FTE basis will ensure a 5 day a week consistency of cover on the corporate side. This role will also take on line management of the HR Business Partners.

The existing HR Lead Business Partners are each 3 days a week. Working toward the release of current line management responsibilities will enable these roles to continue to support high-level case management work, but also to focus a wider lens upon specific areas of organisational priority, which will add value, for example:-

- Digital development and proactive HR system support to enable our HR services to the business and to schools to be as effective as possible.
- Attendance Management - working with business areas specifically with high absence rates - to reduce the number of days lost per FTE for MCC.
- Volunteering
- Complex casework advice & support - leading on analysis & scrutiny/ lessons learnt for the business/ developing excellent practice

One of these post holders is currently on flexible retirement and therefore this structure proposal incorporates consideration around succession planning, and enables the transfer of key skills, knowledge and experience. Proposal would be not to fill post when post-holder finishes.

HR Business Partner roles will facilitate proactive management of casework through business partner meetings; provide meaningful management information to enable sound business decisions. Current HR Business Partner roles have developed specialisms, and this will continue, particularly in the areas of education, social care and health so that key roles are flexible and colleagues are able to develop their knowledge base and skill set in a way that establishes an effective business-partnering function. The proposed model of delivery is one that will look to work to develop good business partnering, provide solution focused approaches, which deal with persistent people management issues. Consolidating resource (which would result in an increase in current team capacity) alongside potential developments in how the HR service is delivered (e.g. technological and digital improvements) and as detailed under 'Reasons' in the accompanying report also presents better opportunity to support and promote activity off payroll. The proposals would result in team capacity of 8.67 FTE.

3. Conclusions

For a significant period of time, the HR structure has had temporary arrangements in place. The proposed structure looks to provide a more sustainable & resilient model.

Analysis of costs in Appendix 1 shows the cost difference between current and proposed structures is £106,579, which will be minus £33,257 when one post holder retires completely. Increase of £73,322. Furthermore work is being explored to look at the charges for the 20/21 Schools SLA, where income levels are currently at £116,000 for the current year.

In summary, the proposed changes result in:

- An increase of 1.0 FTE permanent HR Lead Business Partner. Primary lead over corporate but will include schools. ADDITIONAL POST.
- An increase of a 1.0 FTE permanent HR Business Partner to provide resilience across the HR service – schools focus (& some corporate work). This will help to develop a sustainable cross- working model, which will provide better resilience. ADDITIONAL POST.

- An increase of 0.2 FTE permanent HR Business Partner, to enable a full time post in the structure.
- To confirm permanent funding of 0.86 FTE HR Business Partner (MONLIFE focus). Currently a temporary HR Business Partner post (since November 2015).

DIGITAL PROGRAMME OFFICE RESTRUCTURE

PURPOSE:

- 1.1 The purpose of this report is to introduce the restructure of the Digital Programme Office (DPO), incorporating the Information Governance function and the management of associated information systems. It also seeks to address a shortfall in skilled staff resources, both in the SRS and in the DPO as a result of progressing at pace with the digital projects pipeline.

2. RECOMMENDATIONS:

- 2.1 That Cabinet accept the report and its recommendations for investment to accommodate the responsibility for information governance and security into the Digital Programme Office, enabling the delivery of the Digital Strategy and Business Plan
- 2.2 That cabinet agree to the further investment to increase capacity in the Digital Programme Office and the SRS to enable us to pick up the pace of digitisation in Monmouthshire, realising the economic and efficiency benefits of doing so.

3. KEY ISSUES:

- 3.1 The DPO was established in January 2017 in order to deliver the Digital Strategy through the associated business plan. The key objective of the digital strategy is to equip Monmouthshire with the digital expertise and confidence to productively apply technology and drive streamlined, accessible public services.
- 3.1 This can only be achieved with the ability to place reliance on the integrity of our information and data, enabling us to comply with information legislation requirements as well as feed the development of digital process re-engineering and Robotic Process Automation (RPA). It also depends upon the capacity and skills of our staff resource to meet the increasing pipeline of digital projects in an emerging digital market.
- 3.2 **Information and Data**
 - 3.2.1 The recent introduction of GDPR legislation coupled with the need to have rich data and evidence to support data-led policy decisions has highlighted the need for comprehensive, structured digital information systems such as an Electronic Data Record Management System (EDRMS) and a Geographic Information System GIS.
 - 3.2.2 The DPO have taken over responsibilities for GDPR. This hasn't included Freedom of Information but as FOI requests are part of the same legislation it has been proposed that its administration is also incorporated into the DPO.
 - 3.2.3 The introduction of O365 has opened up the opportunity to implement SharePoint Online, an EDRMS that provides our workforce with data that's accessible via the Cloud from any location and at any time, along with the opportunity to open it up for others to use. This

powerful system can replace our aging network drives and databases with structured, secure storage that incorporate Business Intelligence tools to extract and report our data. Turning SP Online into the Councils Corporate EDRMS that can replace the aging network drive storage is a large project that requires services to change the way they store, retrieve structure and interrogate our data. Administering the system and implementing it throughout the council requires the skills, expertise, responsibility and accountability of a dedicated systems administrator to drive it forward. It can't be left to chance.

3.2.4 The administration of our powerful Graphical Information System (GIS) is currently managed via a team that's shared with our partners in the SRS. The GIS system stores data in a map format, enabling us to extract valuable data insights from within our local communities, as well as the ability to feed data into our customer facing systems and enable large scale automation of business processes. Managing and prioritising the use and development of the GIS function according to MCC's business need has been difficult when the service is shared with Gwent Police who have different drivers and objectives to us. Because of this, a decision was made at the SRS Strategic Board to relocate the GIS function within the DPO team where it can be managed and prioritised alongside our other corporate information systems to the benefit of the business. Bringing this service back into MCC gives us the opportunity to re-focus on the benefits that GIS and a Gazetteer can bring in terms of data insights and efficiencies. The DPO will create a new vision and strategy for spatial data and will re-design the structure needed to deliver the service using the available budget transferred from the SRS.

3.3 Resourcing the Change in the Digital Programme Office and the SRS

3.3.1 Incorporating information governance within the remit of the DPO has enabled us to plan for the development of integrated systems that design data security, legislation compliance, data analysis as standard functionality. The administration of 4 large authority-wide information systems is now the responsibility of the DPO team. These systems are the aforementioned GIS and SharePoint Online systems as well as My Council Services and the Schools Information Management System (SIMS) that are currently administered within the DPO.

3.3.2 The DPO manages digital process re-design, to develop Robotic Process Automation (RPA) and 'sweat' the features of our existing systems architecture. The speed of technology innovation means the DPO co-ordinate the building of business cases, develop technical specifications and tender for the procurement of large web-based systems that work seamlessly within an integrated system architecture.

3.3.3 The team also have responsibility for managing the workflow and resources of our technology partners to SRS. This requires a technical knowledge of networks and infrastructure as well as ensuring our system architecture is interrelated and interoperable.

3.3.4 The DPO relies on the SRS to connect to the ICT infrastructure and communications networks when developing its pipeline of Digital Projects. The SRS need to co-ordinate the right amount of resource at the right time to deliver the pipeline, and this requires careful project management at the SRS.

3.3.5 The DPO has been so successful in developing the digital projects pipeline that resource bottlenecks have emerged within both the SRS and the DPO, restricting the speed of implementation and delaying the realisation of efficiency and economic benefits across MCC. The SRS lacks capacity in Project management and Applications Support, and there is a requirement to bolster this resource to achieve digital outcomes. The DPO lacks

capacity in its Digital Design function because our skilled team is increasingly being drawn into basic business support, project monitoring and inventory management that could be undertaken by an administrator or by a digital trainee. Bolstering resource in this area with a Digital Apprentice and part time business support will free up the skilled and scarce resources of the Digital Design Team, and it is proposed that this is incorporated into the investment. The Digital Apprentice will enable some succession planning within the team and offer an opportunity to an enterprising young person to learn and grow digital skills in a thriving market

- 3.4 The digital jobs marketplace is thriving, with skilled digital designers commanding higher salaries than Monmouthshire provide. The DPO has had zero turnover for the last 6 years, as colleagues are proud of their achievements and committed to delivering the digital strategy, but their skills are in demand in the local digital market and part of the restructure of the DPO includes re-designing job descriptions and evaluating the associated grade to take account of the required skills and knowledge and compete within the competitive and thriving digital job market.
- 3.5 The attached report in Appendix 1 details the need for the DPO restructure and the further investment needed to deliver the Digital Strategy.

4. REASONS:

- 4.1 The Digital Programme Office was established to deliver the Digital Strategy via the Digital Business Plan. It has recently taken over responsibility for information Governance and the management of 4 key corporate information systems in addition to its digital design functions and management of our technology partnership with the SRS.
- 4.2 There is a need to restructure the DPO in order to effectively manage the interrelationships between information governance and the provision of good quality data with the underlying systems architecture that supports our business.
- 4.3 The success of the DPO in raising digital awareness and the potential of RPA to improve efficiency and realise cash savings has meant we have an increasing pipeline of digital projects (see appendix 4a) resulting in a resource gap within the SRS.

5. RESOURCE IMPLICATIONS:

- 5.1 This report requests an investment in two areas –

5.1.1 A restructure of Digital Programme Office, with the introduction of –

- An additional post to manage the corporate system SharePoint Online and other Microsoft Enterprise products
- A Digital Apprenticeship to develop digital skills and enable succession planning
- A Schools GDR & Information Officer post to be funded by schools
- Additional business support to monitor projects, manage inventories and administer FOI
- A re-evaluation of the responsibilities of the Digital Design team, with revised responsibilities and accountabilities within job descriptions.

The total investment in the DPO restructure with on-costs is £162,733

5.1.2 An investment in 2 additional posts within the SRS as follows –

- A project manager post to manage the increasing pipeline of digital projects through to completion
- An Application Support Analyst to upgrade and support our systems architecture of circa 60 systems.

The cost of these two posts is £77,937 including on-costs.

5.2 It is proposed that funding of this investment comes from various sources –

- An associated cost avoidance with the introduction of SharePoint online of circa £300,000 to replace the aging server suite supporting our corporate network drives.
- Flexible retirement of the Head of Digital and a reduction to 32 hours per week - £11,396 saving
- Funding of the Schools GDPR & Information Officer post – as agreed with schools and via Individual Cabinet Member decision in January 2019 – £30,645 funding from schools
- SRS additional staffing charged onto services via digital project costs - £77,937

The net investment requirement is therefore £120,692.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no significant equality impacts as a result of this report, save that proper governance and use of information will ensure that we safeguard vulnerable people from indiscreet sharing of personal data.

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

- Continued compliance with legislation
- Security and information governance
- Optimum use of information in a digital environment

The impacts will be reviewed on the same timeline as the main MCC strategy and business plan is reviewed i.e. annually on a rolling basis.

7. CONSULTEES: SLT, DPO, SIRO,

8. BACKGROUND PAPERS:

Annex 1 – DPO restructure proposals

Annex 2 – Restructure costings

Annex 3 – Current and proposed structure

Annex 4 – DPO Roadmap and Project Delivery Pipeline

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Annex 1

The Restructure of the Digital Programme Office

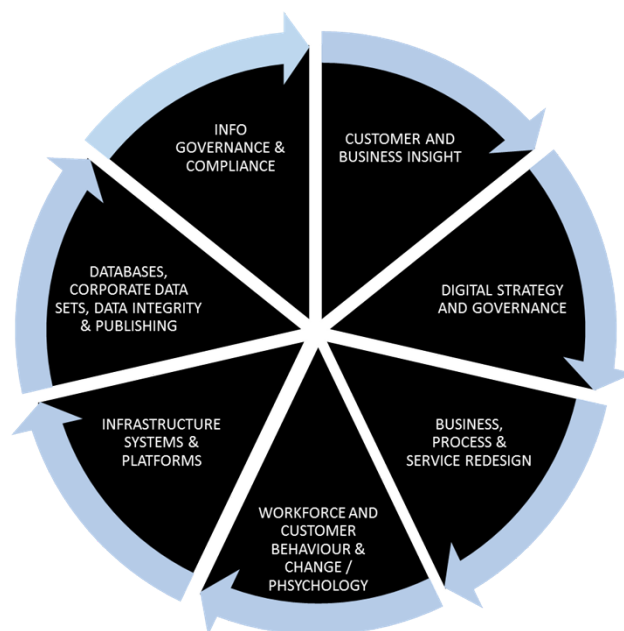
1.1 Background

The Digital Programme Office was established in January 2017 with a purpose to deliver the digital strategy and 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 know that anything is technically possible, but if the tech solution isn't designed with people at the heart they will put a disproportionate amount of time and effort in bypassing it. The team members have developed their skill set through practical experience and learning how to manage the very different aspects of technology with the psychology of the way people behave and work.

1.2 Skills and knowledge

In the last 2 years the DPO has successfully delivered a range of corporate digital projects as well as laid the foundations to change the digital culture and maturity of MCC. We have recognised that we can more effectively manage our information resource if we bring it under the responsibility of the DPO team where we can design information governance, process and security into our corporate systems to make it easy for people to manage their data resource.

The following diagram shows the current responsibilities of the DPO -



The skills and abilities of the team members have matured with every lesson learned, and there is now far more emphasis on understanding the psychology of people's behaviour coupled with digital design applied to a technology solution.

The key skills for the team in delivering our responsibilities are varied and include –

- The importance of Customer centricity
- The psychology of how our customers and colleagues think and behave and the barriers to change
- The importance of digital design for Robotic Process Automation (RPA), making digital processes so simple that people wouldn't want to do it any other way
- Understanding how our whole business is structured, communicates and interacts
- Understanding how ICT communications networks, desktop services and ICT infrastructure works and interconnects

- How to manage contracts – Selecting a product to meet a business need, building a specification, procuring the solution, sweating the system potential, future proofing, contract negotiations and new product design and development.
- Understanding of information governance, legislation, key data sets, data analysis techniques, cyber security, and the value of simple, clean, structured data.

It is recognised that the current structure shown in appendix 1 doesn't enable us to deliver the evolving responsibilities of the DPO, and that job roles have changed and grown and now have an increased level of responsibility and accountability. Some salary levels don't match compatible posts within our own authority, neighbouring Local Authorities, and within the wider Digital market. There is a real danger that key staff will take their skills elsewhere, leaving MCC to fall behind with the implementation of its digital strategy and wider aspirations of the Corporate Plan.

2. Keeping pace with demand for digitisation within the Corporate Plan

It's clear that the DPO has been successful in laying down the foundations to support future service re-design, and there is an increasing pipeline of digital projects and interventions coming through that the DPO doesn't have the capacity to address at speed. If we want to drive digital change at pace and realise the economic and efficiency benefits we will have to release capacity within the team to enable them to focus on areas within their expertise. The team are currently undertaking a range of very important but minor tasks that prevent them from keeping a focus on the core digital delivery function that requires their specialist knowledge. They continue to juggle competing workloads and the digital market isn't able to plug the gap at speed with suitably knowledgeable candidates. There is also an issue of succession planning in the event that any of the team members move on.

This opens up an ideal opportunity for a digital apprenticeship to learn the complexities of digital strategy, with excellent future job prospects in this ever evolving field. The Apprenticeship would also give us the opportunity to support the wider team with inventory management, project support and post-handover monitoring of digital interventions. Apprentice posts are paid the national minimum wage but will receive excellent training and the opportunity to attend training and qualifications in a relevant field.

It is intended that these posts will be paid for by building in an additional cost to each digital project business case. This will still be a cost to MCC overall, but apportioning this cost across the digital projects is an equitable way of applying it and can be offset by savings from the digital project itself.

3. Digital Data and Information

The introduction of GDPR has been a catalyst for our investment in better information governance, and we have recently appointed a Data Protection and Information Manager to ensure compliance, and more importantly to reap the benefits of automation and self-service that good data brings.

We know that we still have paper documents, but the majority of our information is stored digitally. We know that much of the information contained in our system databases and stored in the network drives is unstructured and lacks data integrity so can't be used to inform our business and policy decisions without a degree of manual manipulation. Our key corporate data sets should be available both inside and outside of the organisation but our electronic systems are not configured to be able to do so with ease.

In order to manage our data more effectively we have brought the information function into the DPO, including the GDPR and Information Manager post and a new post funded by schools to advise and guide on their GDPR and information responsibilities. WE have also brought in FOI administration as it is a legislation requirement closely linked to GDPR

3.1 SharePoint Online and Information Systems Administration

MCC successfully uses SharePoint as its EDRMS in some areas of the business. SharePoint is also used to host our Intranet site 'The Hub'. In 2018 we procured the O365 business suite of products under the MS Enterprise agreement. This suite includes SharePoint Online which is a cloud based EDRMS that can be configured into a technical framework by an informed user with practical knowledge of digital design. SP Online offers information at the touch of a button on a mobile device wherever our workforce may be. There is no need to be tied to an office base. Security, data structure, classification, document retention and version control can be configured to operate seamlessly in the background enabling a much better experience for users of the system. It also offers safe data sharing and integration with the suite of MS business tools, including business analysis and intelligence.

The current 'on premise' SharePoint system is managed by the Digital Programme Office team members as a small shared part of their everyday duties. It is often not the priority amongst a plethora of digital projects, and it is becoming obvious that in order to make the transition to SP Online we will need a dedicated resource to manage the programme of work setting up the team structures and moving data from the current network drives and unsupported databases. SP Online sits alongside the other corporate systems for finance and payroll, but unlike those it will be used by every employee across the council as well as external stakeholders in business and government. It needs someone responsible and accountable for managing this very large contract, sweating the suite of products to gain maximum value for our investment.

The administration and contract management of SP online can no longer be left to chance. It will require someone with both technical and people skills and specific expertise across the MS suite of business tools as well as Active Directory, Email and Skype. This is coupled with very strong contract management skills, 'sweating' this valuable asset by identifying opportunities to fully utilise its features, creating efficiency and effectiveness in the way we manage our information. It will also enable us to analyse, present and open up our data to interested stakeholders both internal and external to the organisation. To this end an Information Systems Co-ordinator is to be created to manage the implementation of SP Online and its integrated suite of business tools. This post has been evaluated at Band H SCP 27-31 £30,507-£33,799

As SP online is a cloud based system all information is stored there, and over time the need for on-premise servers in a data hall will diminish as data is transferred to the cloud. This will open up opportunities for a significant cost-avoidance of £200-£300k for server refresh.

3.2 GIS

When the SRS was initially set up 6 years ago MCC transferred its GIS service into the SRS with the intention of joining up the teams of the other partners creating efficiencies and economies of scale. Both Gwent Police and MCC transferred their services in but the remaining partners retained GIS within their organisations. MCC and GP are very different organisations and their GIS requirements are also different. MCC also uses a separate GIS application to Gwent Police, meaning that 2 separate systems need to be administered.

A decision has been made to bring the service back to MCC, to sit with the emerging information team in the DPO. MCC has an investment of £59k in the GIS function, plus it funds the revenue costs of running the GIS system itself.

Interim arrangements have been agreed for Newport County Council to discharge the GIS function until such time we can develop the vision, strategy and operational plans that meet MCC business needs.

4. SRS Relationship management and funding of the digital projects pipeline

The number of digital projects coming through the pipeline as a result of digital assessments are increasing in both scale and complexity. The DDPO itself is beginning to experience a bottleneck of digital projects, which is why more resources are needed to deal with the introduction of

overarching projects e.g. SharePoint online system administration to take the strain off existing staff and enable them to concentrate on digital change projects.

It's fair to say that for some time this increase in projects has also impacted on the resources in the SRS to manage projects and introduce new systems, and this has created a bottleneck there, particularly in basic project management as well as in the Applications Team.

Approaches have been made to the other SRS partners to assess the appetite for a shared pool of resource to reduce the project pipeline, and though this is perceived as a good way forward the concept is considered to be a longer term by our partners who are not feeling the effect of resource pressures to the same degree we are.

In order to get our digital projects over the line it is proposed to fund 2 additional posts in the SRS: A Technical Project Officer and a Applications Analyst on SRS (TCBC) salary grade 8 (£31,371 - £36,876) and grade 7 (£26,999 - £31,371) respectively.

As it would assist with moving forward the pipeline of digital projects, it is our intention to fund the additional posts in the SRS via an appropriate apportionment of cost. This would spread the cost across those teams who are receiving the benefit of the economies and efficiencies of digital projects, and can be incorporated into the business case for change.

5. Finance

The effect of the changes is shown in the table in Appendix 1 below. In summary, the investment is as follows –

Digital Programme Office	£162,733
SRS	£77,937
Total	£240,670

Savings and funding identified to mitigate the cost implications are as follows:

- Flexible retirement of the Head of Digital and a reduction to 32 hours per week - £11,396 saving
- Funding of the Schools GDPR & Information Officer post – as agreed with schools and via Individual Cabinet Member decision in January 2019 – £30,645 funding from schools
- SRS additional staffing charged onto services via digital project costs - £77,937

The net investment requirement is therefore £120,692.

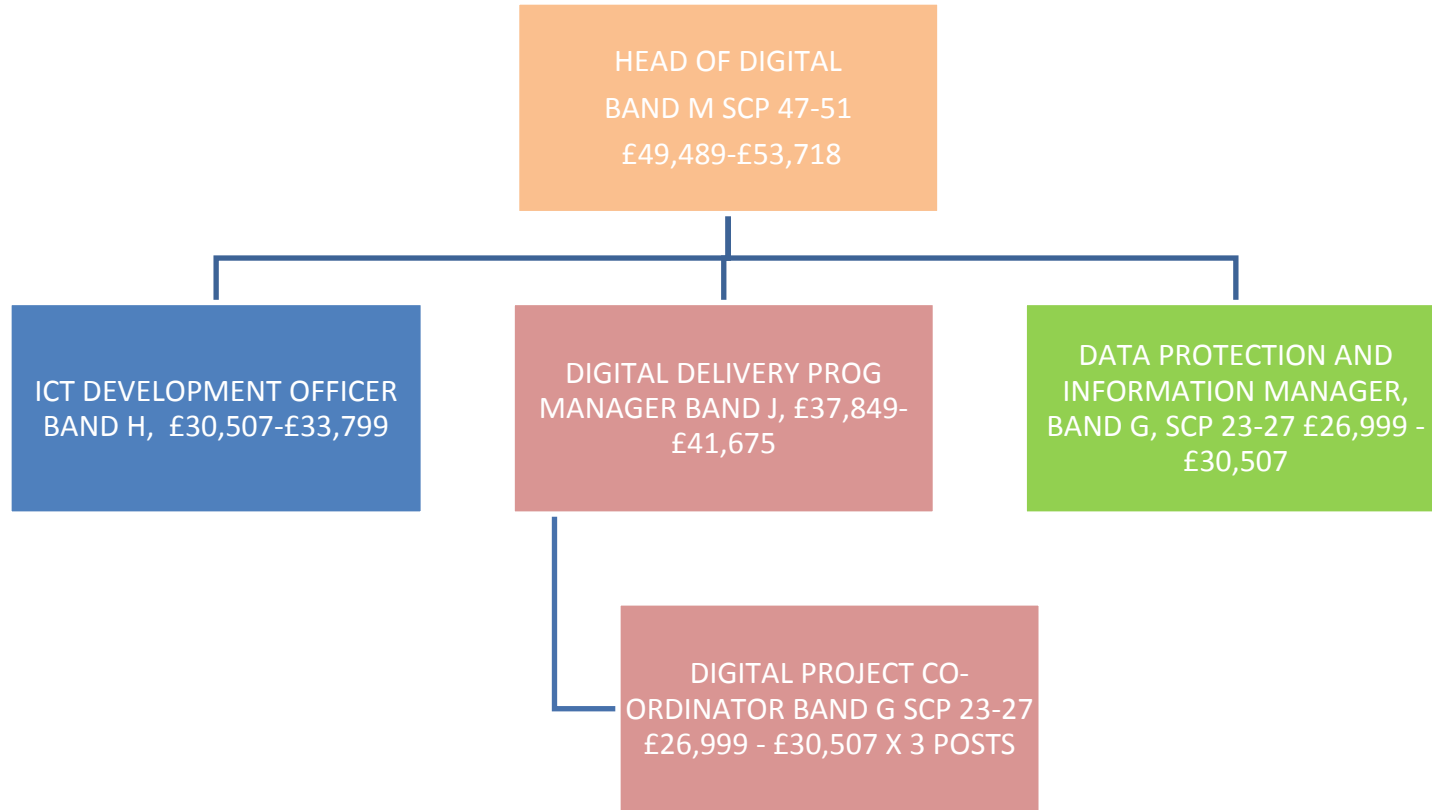
ANNEX 2

JOB TITLE	CURRENT SCALE	PROPOSED SCALE	INCREASE	INCREASE WITH ON COSTS
DIGITAL MANAGEMENT TEAM				
HEAD OF DIGITAL	BAND M SCP 47-51 £49,489 -£53,718	CHIEF OFFICER BAND C £61,326 - £68,471	£7,608 Point 1 (£61,326)	£10,478 (35.6%)
BUSINESS ANALYST AND SRS RESOURCE PLANNER	BAND H SCP 27-31 £30,507 TO £33,799	BAND J SCP 35- 39 £37,849 - £41,675	£5,983 SCP 37 (£39,782)	£8,222 (34.6%)
DIGITAL DESIGN AND DATA MANAGER	BAND J SCP 35-39 £37,849 - £41,675 SCP	BAND L SCP 43- 47 £45,591 TO £49,489	£7,814 SCP 47 (£49,489)	£10,723 (35.1%)
NEW POST DIGITAL BUSINESS AND PROJECT SUPPORT	N/A NEW POST	BAND F SCP 19- 23 SCP £24,799 - £26,999	£24,799 SCP 19	£32,958 (32.9%)
NEW POST DIGITAL APPRENTICE	N/A NEW POST	NATIONAL MINIMUM WAGE BASED ON AGE MCC £9 PER HOUR	£17,316	£22,684 (31.0%)
DIGITAL BUSINESS RELATIONSHIP PARTNER X 3	BAND G SCP 23-27 £26,999 TO £30,507	BAND H SCP 27- 31 £30,507 - £33,799	£1,522 x 3 = £4,566 SCP 29 (£32,029)	£2,068 x 3 = £6,205 (33.9%)
NEW POST DATA AND INFORMATION SYSTEMS CO- ORDINATOR (SHAREPOINT)	N/A	BAND H SCP 27- 31	£30,507 SCP 27	£40,818 (33.8%)
DATA PROTECTION & GDPR MANAGER	BAND G SCP 23-27 £26,470 TO £29,909 POST SCP 31 £28,221	NO CHANGE	N/A	N/A
SCHOOLS GDPR AND INFORMATION OFFICER (NEW POST)	BAND F – PART TIME 18.5 HOURS TERM TIME ONLY SCP 19-33 £23,111- £26,470 PRO RATA	NEW POST FUNDED BY SCHOOLS	£23,111	£30,645 (32.6%)
TOTAL INCREASE IN COSTS FOR THE DPO			£121,704	£162,733
SRS TECHNICAL PROJECT OFFICER (NEW POST)	Scale 8 - SCP 28-34 £31,371-£36,876		£31,371 SCP28	£41,974 (33.8%)
SRS APPLICATIONS ANALYST (NEW POST)	Scale 7 – SCP 23-28 £26,999-£31,371		£26,999 SCP23	£35,963 (33.2%)
TOTAL INCREASE			£58,372	£77,937

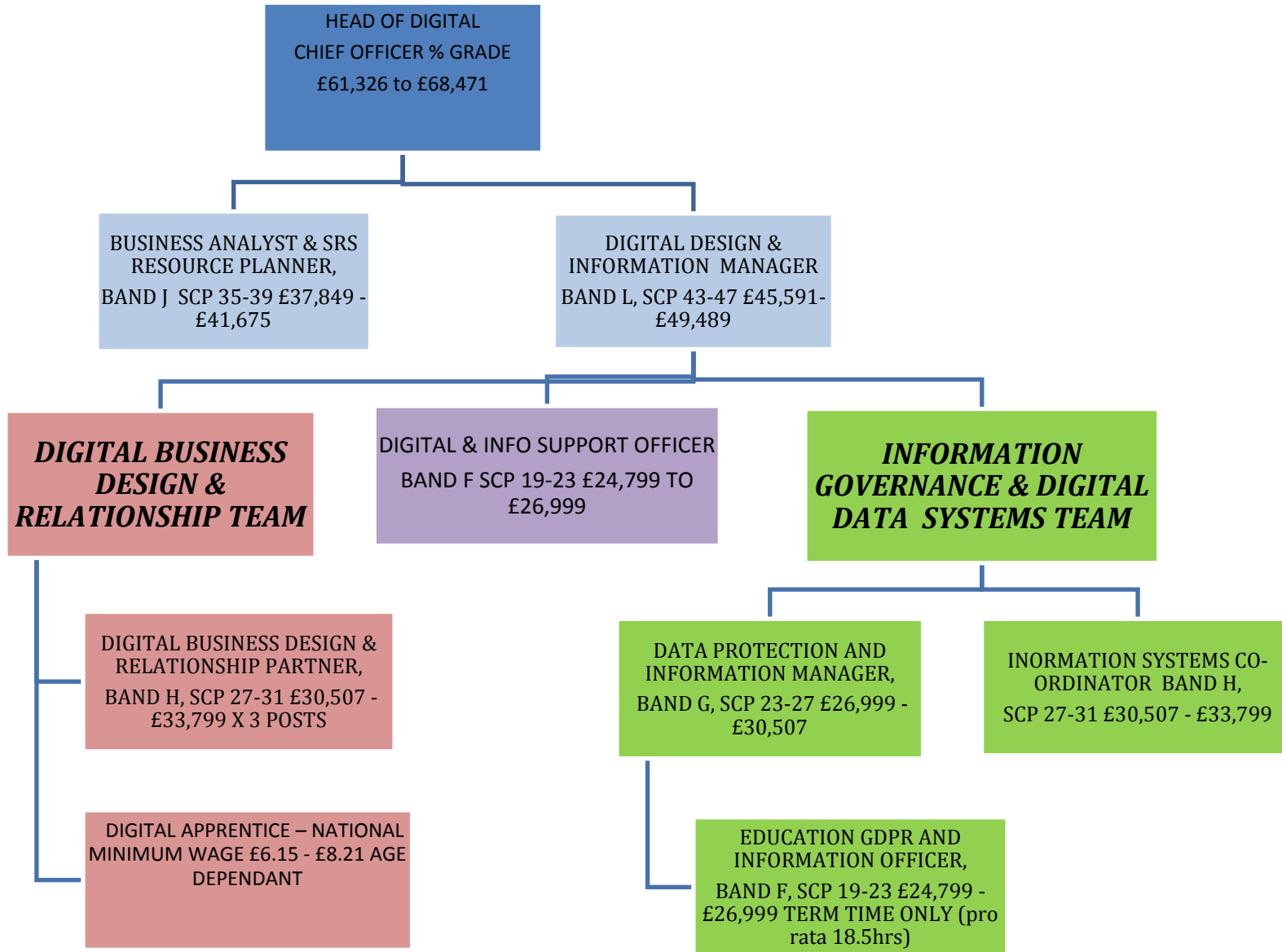
IN SRS COSTS WITH ON-COSTS				
TOTAL INCREASE IN COSTS			£180,076	£240,670
Funded by:				
Head of Digital – Flexible Retirement (reduction to 32 hr)		% CHIEF OFFICER BAND C Pro rata 32 hours £53,039 - £59,218		£(11,396)
Schools funding – Schools GDPR & Information Officer post				£(30,645)
NET COST INCREASE				£198,629

Annex 3

CURRENT STRUCTURE OF THE DIGITAL AND DATA PROGRAMME OFFICE

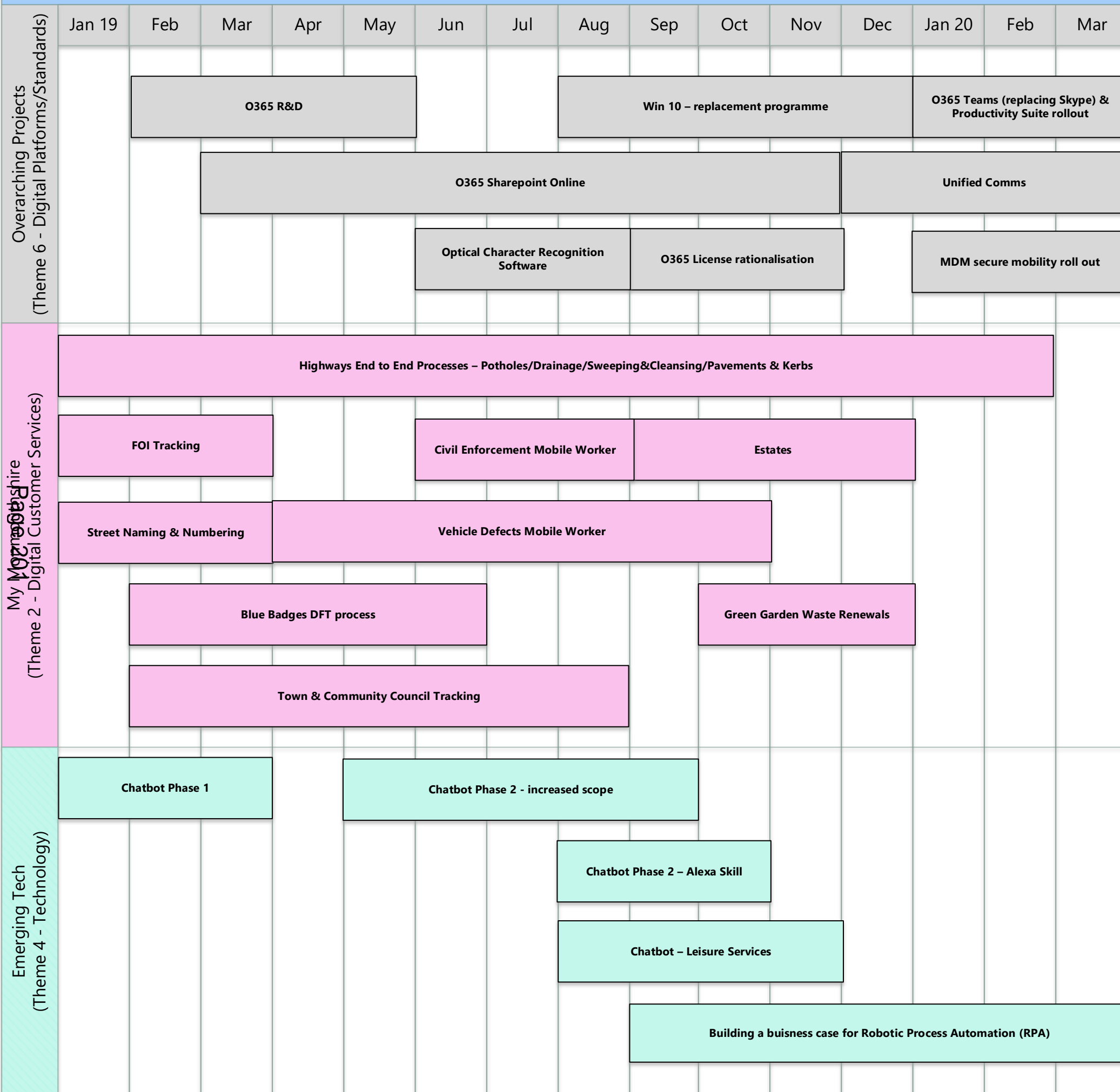


PROPOSED STRUCTURE OF THE DDPO

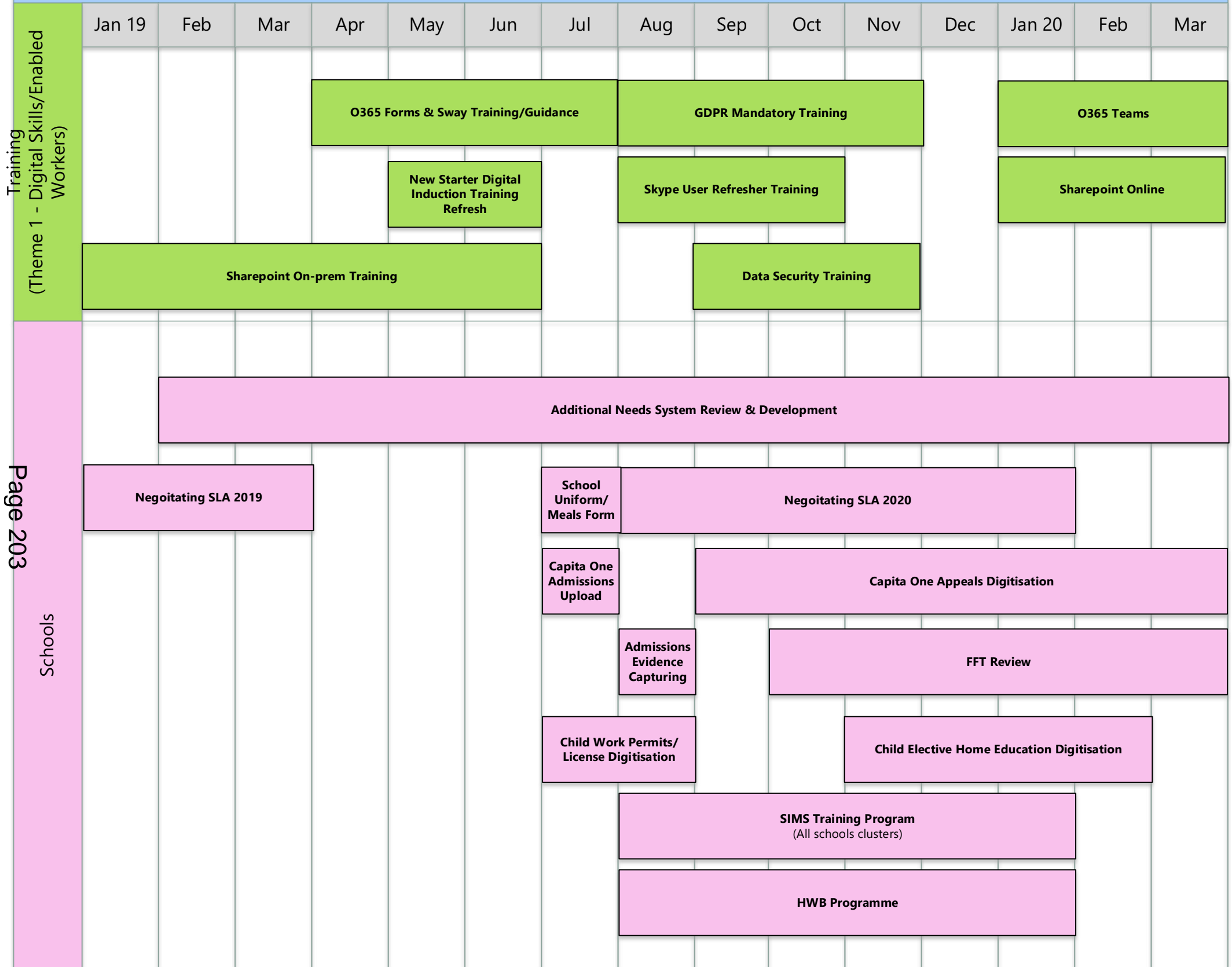


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Digital & Data Roadmap 2019-2020



Digital & Data Roadmap 2019-2020



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SENIOR FINANCE RESTRUCTURE PROPOSALS

1. PURPOSE:

- 1.1 To seek approval for a revised Senior Finance structure within the Resources Directorate, moving beyond the interim arrangements that have been in place and to ensure that the Finance portfolio is structured in an effective and efficient way that meets the future needs of the Council.
- 1.2 To strengthen the existing arrangements with devolved finance teams within the Children & Young People's and Social Care & Health directorates.

2. RECOMMENDATIONS:

- 2.1 To delete two senior finance posts, the Assistant Head of Finance (Deputy S151 Officer) and Assistant Head of Finance for Revenues, Systems and Exchequer posts.
- 2.2 To establish two senior finance posts, a Head of Project Finance (Deputy S151 Officer) and a Senior Project Accountant.
- 2.3 Subject to job evaluation to regrade existing Finance Manager posts and for the reasons outlined in the report.
- 2.4 As a consequence of the restructure proposals, to deliver savings that contribute towards the wider Resources restructure proposals.
- 2.5 To update job descriptions for the Finance Managers within the Children & Young People's Social Care & Health directorates and the acting Finance Manager in MonLife to ensure there is clarity around the line of accountability to the Chief Officer for Resources, S151 Officer and Deputy S151 Officer for professional, technical and statutory finance matters and to ensure effective Authority wide financial control, management and governance.
- 2.6 That the Finance Manager post for the Children & Young People's directorate be revised and updated to reflect the breadth of service responsibility, adjacent to recommendation 2.3 to regrade existing Finance Manager posts.

3. KEY ISSUES:

- 3.1 The finance function continues to be one of the critical functions within the Council, and arguably even more so where financial challenges are significant and increasing, demand for essential and statutory services is rising and the pace of change is as a consequence accelerated. There is a need to not only ensure that capacity and expertise is aligned with need and demand but also to ensure, and at a senior level in the first instance, that an appropriate balance is struck between safeguarding the operational day to day running of

the Council and to deliver the administration's policy aims and ambitions whilst ensuring that a sustainable future is secured.

- 3.2 A number of circumstances have prompted and provided opportunity for a review of the Senior Finance structure roles and to ensure they are structured in an effective and efficient way and that meets the future needs of the Council. These circumstances are more fully outlined in the body of the report.
- 3.3 Interim arrangements have been in place since autumn 2017, resulting from the initial long term sickness and then subsequent and untimely death of the Head of Finance, and has allowed for a more informed reflection on the Senior Finance capacity and expertise needed. The Authority has during this time continued to move forward at pace and in its delivery of the policy intentions and ambitions laid out in the Corporate Plan. There is a similar need for the senior finance structure to evolve and adapt in response.
- 3.4 The senior finance structure, in its current and proposed form, is illustrated in appendix 5a. The proposals will see:
- a) The Head of Finance (Section 151 Officer) post will remain. The Chief Officer for Resources has been acting S151 Officer and will relinquish this at the point at which the post is appointed to. This role is key in:
 - i. Assisting the Strategic Leadership Team to develop strategy and that allows the Council's strategic objectives and Corporate Plan to be resourced and delivered sustainably;
 - ii. Being involved in and where necessary bringing influence to bear on all material business decisions to ensure immediate and long term implications, opportunities and risks are fully considered and aligned with the MTFP.
 - iii. Leading the promotion and delivery of good financial management across the Authority so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
 - b) A new senior finance post, a Head of Project Finance, operating at the same level of seniority and grade as the Head of Finance, and that will ensure that:
 - i. Projects and programmes of strategic significance are appropriately supported from a financial and commercial perspective. These may be significant capital projects, investments, service reviews etc.
 - ii. To provide appropriate advice and support, and to represent the Authority where required, on relevant projects for the Cardiff Capital Region City Deal and other regional partnerships and initiatives.

- iii. To develop data analytic capabilities that will assist senior decision makers in delivering the Corporate Plan within the confines of the medium term financial plan.
 - iv. To co-ordinate due diligence as required for significant proposals that the Authority may receive or consider investing in.
 - v. To work closely with the Chief Executive, Strategic Leadership Team and the Head of Commercial, Property, Fleet and Facilities in identifying, assessing, developing and delivering investment and partnering opportunities.
- c) The Head of Project Finance will be supported by a new Senior Project Accountant post. Furthermore, the team will be expanded as necessary and as required through secondments from the management accountancy teams and more widely, graduate internships, and external advisors and expertise. Prudently in the first year 50% of the costs of the core team will be appropriately recovered from relevant capital projects, programmes or investments. The creation of the Project Finance team will in turn alleviate existing pressures placed on management accountancy teams and whose capacity is often needing to be reactively directed to support budget holders with day to day operational matters and at the expense of dedicated support being provided to ensure and enable delivery and implementation of strategically significant projects.
- d) The Chief Internal Auditor will be reporting directly to the Chief Officer for Resources and to ensure there is independent feedback provided to both the Chief Officer and Chief Executive on the Authority's control environment and governance arrangements. This also strengthens arrangements and where the Chief Officer for Resources is designated as having overall responsibility for ensuring the effectiveness of the Authority's Anti-fraud, Bribery and Corruption policy.
- e) The Chief Internal Auditor is currently a shared post between Monmouthshire and Newport City Council, with the allocation of time being 40% (MCC) and 60% (NCC). Negotiations with Newport have resulted in agreement that the allocation of time is moved to a 50/50 basis, with a small resultant cost implication to be managed within the wider restructure proposals.
- f) An Individual Cabinet Member decision on 24th July approved the transfer of the Revenues team into the existing shared service arrangement with Torfaen County Borough Council. A further consequence of this will be the deletion of the Revenues Manager post. The transfer is estimated to generate a £46,000 saving that will be applied to assist in funding the wider restructure proposals across the directorate.

3.5 In conjunction with the proposals to restructure the senior finance structure there is also an need to strengthen and provide greater clarity around the lines of accountability between the Chief Officer for Resources, S151 Officer and Deputy S151 Officer and the Finance Managers and devolved finance teams in the Children & Young People's and Social Care

& Health directorates, and the acting Finance Manager for MonLife. It is proposed that job descriptions for the respective Finance Managers are updated to ensure the line of accountability to the Chief Officer for Resources, S151 Officer and Deputy S151 Officer for professional, technical and statutory finance matters is clear and to ensure effective Authority wide financial control, management and governance. It should be noted that whilst the post of acting Finance Manager for MonLife is being considered as part of the wider structure proposals for MonLife the line of accountability would remain with any relevant replacement post.

- 3.6 As a result of the removal of one layer of the senior finance hierarchy, through the deletion of the two current Assistant Heads of Finance roles, there is as a consequence a greater level of responsibility placed on the existing Finance Managers, three of which report into the Head of Finance, and two of which report into the Children & Young People's and Social Care & Health directorates respectively. It is proposed, subject to job evaluation, that these roles will be regraded and increased by one salary band.
- 3.7 Adjacent to the regrading proposed the Finance Manager within the Children and Young People's (CYP) directorate now occupies a role that extends and spans a number of critical areas of support services for schools and the provision of services for children with additional learning needs. Critically this includes the oversight, management and leadership of the Access unit that manages and administers school places within Monmouthshire. The post holder is also significantly involved in change management of significant aspects of the directorate's ongoing reform agenda such as the review services for students with additional learning needs and the re-provisioning of school buildings.
- 3.8 During the recent past it became apparent that there was discrepancy whereby the Finance Manager was on the same grade as the Access Manager. An updated job description now reflects the new role of Support Services Manager. This more appropriately reflects the role's range and seniority within the CYP Directorate.

4. OPTIONS APPRAISAL

- 4.1 The fact that interim arrangements have been in place since autumn 2017 has allowed for a more informed reflection on the Senior Finance capacity and expertise needed.
- 4.2 The proposals being put forward have been considered as part of a consultation exercise with the Strategic Leadership Team, Cabinet Member for Resources, and Assistant Heads of Finance.
- 4.3 The option to do nothing is not seen as a feasible option. Whilst the interim arrangements have operated satisfactorily this has resulted from honoraria arrangements being put in place to reflect additional senior responsibilities. Furthermore, the transfer of the Revenues team into the existing shared service arrangement with Torfaen County Borough Council invariably prompts the need to review the breadth of service portfolio held by the Assistant Head of Finance for Revenues, Systems and Exchequer.

- 4.4 The options considered had looked at whether the need to effectively and adequately support the delivery of strategically significant projects and programmes can be accommodated under one Head of Service. The pace of change, commercial approach, local and regional ambitions and aspirations, and a backdrop of increasing demand and model needs to see strategically significant projects and programmes developed and delivered quickly. And without sacrificing the need for detailed analysis, robust business cases and appropriate due diligence where required.
- 4.5 The issues that have been encountered for some time and more so in recent years is that capacity constraints both within finance and service areas result in focus often and more regularly getting drawn into addressing day to day operational matters. A reactive approach which will always and inevitably be an ongoing feature of Council business. The primary concern in developing a project finance function from within the existing team structure is that capacity, resource and expertise will again be drawn into dealing with existing matters.
- 4.6 The proposed structure looks to establish a Head of Project Finance role, operating at a level consistent with the Head of Finance (S151 Officer), with an equally significant domain of responsibility which manifests differently in that it will play a significant strategic role in influencing, informing, developing and implementing strategic significant projects, programmes and investments. The role will also attract a deputy S151 designation and reflective of the involvement and influence in material business decisions.
- 4.7 The proposals and the recommended option looks to provide an appropriate level of balance and dedicated senior finance leadership capability and expertise to ensure that Council has good financial management in place, whether through managing day to day operations (business as usual) or in advancing its strategic intentions and policy aims and ambitions.

5. EVALUATION CRITERIA

- 5.1 The wider implications of introducing the structure will be reflected in the service business plans and monitored through this mechanism. Regular reviews of performance and action with relevant officers will also be undertaken through one to one meetings, annual reviews and engagement with Select Committees when required. Whilst the new structure cannot 'guarantee' delivery, the drivers for change and insight captured suggests that this is the most appropriate structure for the directorate and wider Authority and to respond to demand and need whilst acknowledging cost and budget implications.
- 5.2 The restructure, in itself, will prompt further review of structures. For the Head of Finance in reviewing teams and the structures inherited and to ensure they meet the needs of the Authority, are lean and fit for purpose. And for the Head of Project Finance in determining the most appropriate model to develop 'pop up' capacity and expertise as and when required and in ensuring that strategically significant projects are adequately supported.
- 5.3 Further opportunities to review structures will take place on an ongoing basis and centred around the MTFP and budget process.

6. REASONS:

- 6.1 A number of circumstances have prompted and provided opportunity for a review of the Senior Finance structure roles and to ensure they are structured in an effective and efficient way and that meets the future needs of the Council:
- a) The sad and untimely death of the former Head of Finance and S151 officer, Joy Robson.
 - b) The transfer of the Revenues team, in some much as those responsible for council tax and business rates, into the existing shared service arrangement with Torfaen County Borough Council.
 - c) The need to ensure that senior structures evolve such as to ensure that robust financial management arrangements remain in place and to support a sustainable and resilient business and operating model where resources are aligned with demand.
 - d) The Chief Internal Auditor post, shared with Newport City Council, is currently shared 60% Newport and 40% Monmouthshire. Negotiations with Newport City Council have resulted in agreement that the arrangement could be more equitably shared 50/50.

7. RESOURCE IMPLICATIONS:

- 7.1 The cost implications of the restructure and amendments/additions to the establishment are detailed in Appendix 5b.
- 7.2 The proposals in summary involve:
- a) The deletion of two Assistant Head of Finance posts;
 - b) A new Head of Project Finance, with deputy S151 officer designation – as Head of Service and at Chief Officer band B grade;
 - c) A new Senior Project Accountant, reporting to the Head of Project Finance;
 - d) The regrading of existing Finance Manager posts.
 - e) A move to equally share the Chief Internal Auditor with Newport City Council, with a resultant cost from moving to a 50/50 from a 60/40 share (NCC/MCC).
- 7.3 The proposals in themselves result in an additional cost of £15,840, having adjusted for the deletion of the Revenues Manager post and which was factored into the proposals for Revenues team to move into the existing shared service arrangement with Torfaen County

Borough Council. This was separately considered via Individual Cabinet Member decision on 24th July 2019.

7.4 In offsetting the additional cost and to contribute towards the savings to be brought forward to fund the wider restructure proposals across the directorate savings of £122,581 are proposed from:

- a) A net annual saving of £46,000 forecast from the transfer of the Revenues team into the existing shared services arrangement with Torfaen County Borough Council.
- b) The Apportionment of project finance staffing costs to relevant capital projects, strategic programmes, investment activity and associated due diligence. A prudent approach has been taken to only allocate 50% of the costs of the core team established.

7.5 Any costs associated with the implementation of the structure (e.g. redundancy costs) will fall upon the overall Resource directorate budget to fund but should this prove insufficient, then corporate funding will be sought to cover any one off severance costs.

8. CONSULTEES:

Senior Leadership Team
Cabinet Member for Resources
Assistant Head of Finance (Deputy S151 officer)
Assistant Head of Finance - Revenues, Systems and Exchequer

9. BACKGROUND PAPERS:

Annex 1a – Current and proposed senior finance structure
Annex 1b – Restructure costings

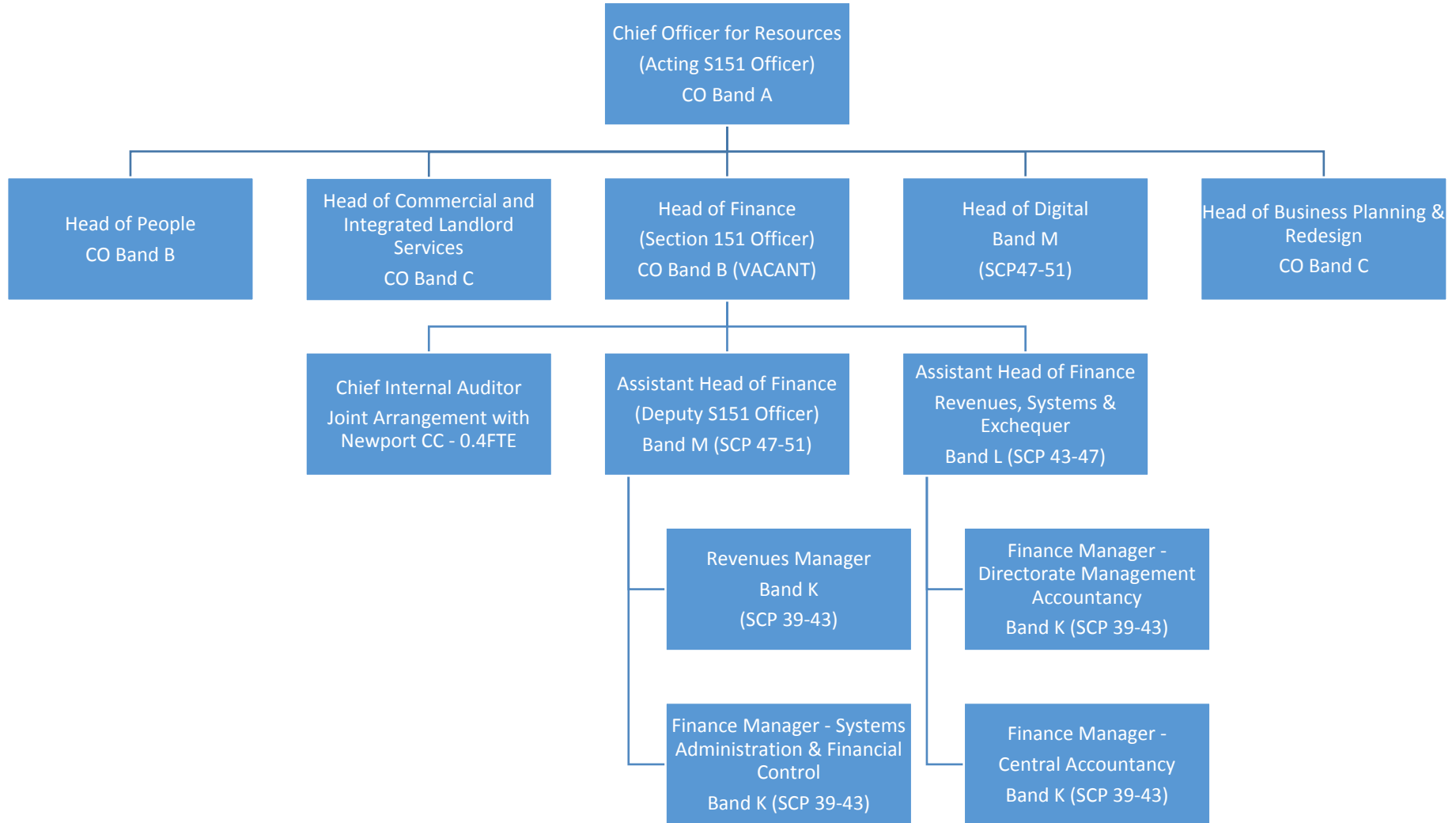
10. AUTHOR: Peter Davies, Chief Officer for Resources

11. CONTACT DETAILS:

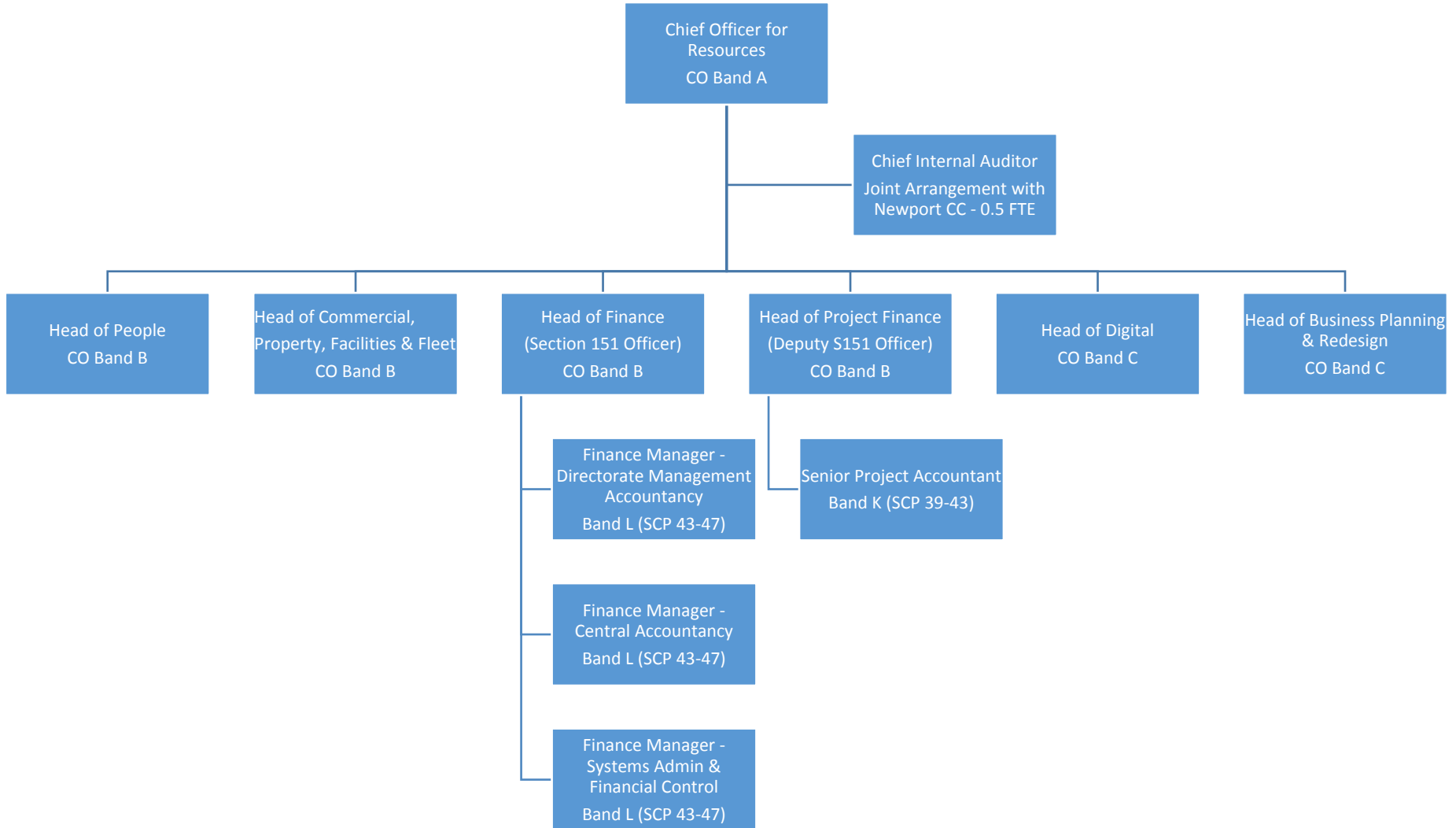
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RESOURCE DIRECTORATE – EXISTING SENIOR FINANCE STRUCTURE



RESOURCE DIRECTORATE – PROPOSED SENIOR FINANCE STRUCTURE



SENIOR FINANCE RESTRUCTURE - COSTINGS

FTE	Current	Band		SCP	Salary	On Costs	Total Cost	
1.00	Head of Finance (S151 Officer)	CO - Band B		1 - 4	4	75,020	26,932	101,952
1.00	Assistant Head of Finance (Deputy S151 Officer)	M	Deleted	47 - 51	51	53,718	18,962	72,680
1.00	Assistant Head of Finance - Revenues, Systems & Exchequer	L	Deleted	43 - 47	47	49,489	17,371	66,860
0.40	Chief Internal Auditor	-		-	-			28,575
1.00	Revenues Manager	K	Deleted	39 - 43	43	45,591	15,957	61,548
1.00	Finance Manager - Systems Admin & Financial Control	K		39 - 43	43	45,591	15,957	61,548
1.00	Finance Manager - Directorate Management Accountancy	K		39 - 43	43	45,591	15,957	61,548
1.00	Finance Manager - Central Accountancy	K		39 - 43	43	45,591	15,957	61,548
7.40						360,591	127,093	516,258

FTE	Proposed	Band		SCP	Salary	On Costs	Total Cost	
1.00	Head of Finance (S151 Officer)	CO - Band B		1 - 4	1	71,448	25,578	97,026
1.00	Head of Project Finance (Deputy S151 Officer)	CO - Band B	New Post	1 - 4	1	71,448	25,578	97,026
1.00	Senior Project Accountant	K	New Post	39 - 43	39	41,675	14,461	56,136
0.50	Chief Internal Auditor	-		-	-			35,719
1.00	Finance Manager - Systems Admin & Financial Control	L	JE regrade	43 - 47	43	45,591	15,957	61,548
1.00	Finance Manager - Directorate Management Accountancy	L	JE regrade	43 - 47	43	45,591	15,957	61,548
1.00	Finance Manager - Central Accountancy	L	JE regrade	43 - 47	43	45,591	15,957	61,548
6.50						321,344	113,489	470,551

Gross saving **- 45,707**

Adjustments and funding:

Add back: Saving resulting from Revenues Manager post deletion - included in ICM decision 24th July 2019 (see below) 61,548

Net saving forecast from transfer of Revenues team to TCBC shared service arrangement - 46,000

Apportionment of project finance staffing costs to capital projects and investment activity and due diligence - 50% of core project finance team - 76,581

- 61,033

Surplus/(Deficit) **- 106,741**

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SUBJECT:	BREXIT PREPAREDNESS
MEETING:	CABINET
DATE:	4TH SEPTEMBER 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To provide an information only update for Members regarding the Council's Preparedness for Brexit further to the report to Council on the 11th April 2019.

2. RECOMMENDATIONS:

- 2.1 For information only.

3. KEY ISSUES:

- 3.1 The current default legal position is that the UK will leave the EU (commonly known as "Brexit") without a deal if the UK Parliament does not approve the Withdrawal Agreement and if no extension to Article 50 is secured by 31 October 2019. For the Withdrawal Agreement to be implemented in domestic law, legislation to that effect must also be passed before 31 October. Should the UK leave with an agreement in place, the UK will enter a transition period currently scheduled from 31 October 2019 until 31 December 2020. During this time, the future UK-EU relationship will need to be negotiated and agreed. EU law will continue to apply during transition but the UK will no longer be part of EU decision-making, meaning that its representation at EU institutions, agencies and bodies will cease.

- 3.2 In preparing for Brexit, Council Officers have undertaken the following tasks:

- A Brexit Working Group was established in December 2018 which is made up of Officers from key service areas, the group is meeting regularly and is led by the , Chief Officer for Enterprise;
- Political Leads have been identified as the Leader and Cabinet Member Resources whilst Paul Matthews the Chief Executive represents Greater Gwent on the Welsh Government EU Preparedness Group.

- 3.3 **The current reporting process is as follows:**

- Officer Brexit Working Group reports any highlighted issues to the Senior Leadership Team;
- MCC BREXIT specific structures and arrangements will be implemented upon the instruction of Central Government. WLGA updates are being sent directly to service areas and being actioned / shared as required.
- Council Officers continue to attend the Gwent Local Resilience Forum (LRF) – Brexit remains on the agenda and any Brexit risks are shared amongst partner agencies as necessary.

- 3.4 **To date activities have included:**

- The establishment of a [Brexit - Getting Ready webpage](#) for residents and businesses with relevant links to Welsh and UK Government pages. As preparations for a 'No Deal' evolve the webpage will be updated on a regular basis and the Council will signpost information from other public sector organisations who will be providing public information from their respective areas;
- Raising awareness of the EU Settlement Scheme among the Council's EU citizens and staff, which has been done via the Council Intranet;
- Social media posts from the Council's Facebook and Twitter accounts, linking to the press release/Brexit Guidance section of the Council's website;
- MCC specific Brexit Risk Register prepared;
- Brexit & Business Continuity Preparedness - Presentations hosted for key Council Service managers and delivered on during March highlighting the No Deal Brexit risks and business continuity mitigation strategies for services to consider/implement. An e-learning package has also been developed - [Business Continuity E-Learning Package](#);
- Welsh Government support for businesses has been increased to £450M to enable businesses to access capital funds as they manage the uncertainty of Brexit. Further information can be found [here](#).

3.5 Ongoing work includes:

- **WG funded LA Corporate Capacity Support (£1m)** which equates to £45k per LA for a senior officer to undertake Brexit related activities they feel would be most effective in their area.
- **WLGA Support Programme Phase II (£200,000)** – for ongoing programme of research and support of benefit to all LAs; communication and policy support, all-Wales events and time-limited commissions, using service/ subject experts as and when required
- Additional WLGA support has included the production of Brexit exposure dashboards for every LA, along with a regional analysis of the data. The four regional dashboards can be found [here](#).
- Directorates are refreshing their assessments of preparedness, including highlighting any current or emerging risks of a No Deal Scenario and updating the Council's Brexit risk register accordingly;
- Direct liaison with local businesses to understand any particular issues they may be experiencing; and
- Discussions with other regional councils about regional risks;

3.6 Next steps include:

- Further awareness raising of the EU Settlement Scheme among Council staff and Monmouthshire's EU citizen community;
- Further direct contact with Monmouthshire's business community, once further clarity is received of the potential impact of a No Deal;
- Attendance at the all Wales Local Authority Brexit Leads meeting on the 5th September. Continuing to follow Welsh Government and Welsh Local Government Association advice.

3.7 Potential Risks to consider in a no-deal scenario:

- #### 3.7.1 Food Production
- Local Authorities have a key role to play in regulating and ensuring the safety of food and drinking water supplies with responsibilities including the enforcement of food safety and standards, the certification of foods for export, checking

the safety of public water supplies and providing a response when problems arise in the food or water sectors. Additional demands on LA staff will require Officers:

- 1) To ensure that food safety and drinking water quality standards are maintained and any new issues that emerge are addressed.
- 2) To respond to the expected increased demand for Export Health Certificates (that are anticipated to increase ten-fold from around the 100 per year currently issued).
- 3) To carry out any inspection and evaluation work necessary in relation to new or changed Export Health Certificates (in the event of a no-deal; Brexit, Health Certificates relating to fish exports to the EU, for example, could increase from zero to around 200,000 across the UK).
- 4) To respond to and address any issues relating to the stock piling of food and ingredients that has taken place in readiness for Brexit.
- 5) To respond to and address any issues that arise in relation to shortages of food, medicines, other medical supplies, chemicals and cleansing products etc. that could arise generally but also in local authority run care homes, school meals, Monmouthshire Meals Service, etc.
- 6) To ensure that enforcement activity is not undermined due to any changed legislative provisions as a consequence of Brexit.

3.7.2 **Supply Chain** – Departments have instigated conversations with their supply chain which are being considered as part of the Council’s contingency plans e.g. alternatives suppliers for school meals, vehicle spares, IT, etc.

3.7.3 **Fuel Supplies/Agile Working** – The Brexit Working Group are considering the impact that a disruption to the fuel supply could have above and beyond the Councils current Civil Contingencies arrangements. Should amendments be required, the necessary changes will be brought to the attention of SLT;

3.7.4 **Community Cohesion** – The potential for civil unrest has been identified as a risk and a Community Cohesion Officer has been appointed. The Officer is shared with Newport City Council and attends the Brexit Working Group meetings;

3.7.5 **Business and the Economy** – The main risk for local businesses is that they are unprepared. Council Officers have opened dialogues with businesses to raise their awareness however many believe that there is little they can do to prepare for the unknown and have limited resources available. However, communication channels remain open;

3.7.6 **EU Funding** – The Council benefits from limited EU funding therefore the risks are less than in other neighbouring Local Authority areas. However, Officers have been advised that the current programmes are likely to be extended to 2023, unfortunately there is still no news regarding any replacement funding streams, particularly for our rural communities and businesses.

3.7.7 **EU Citizens Transition Fund** - Welsh Government has announced a package of support to help EU citizens prepare for Brexit and continue to live and work in Wales, funded under tranche 2 of the WG EU Transition Fund. A website will soon be launched to promote the range of help on offer for EU citizens living in Wales.

3.7.8 **Communications** – Welsh Government departments will continue to engage with stakeholders regarding Brexit preparations:

- In CYP, weekly teleconferences between WG and LA education Brexit leads will recommence at the beginning of September, to share and gather information;
- In SCH, teleconferences with the Director of Social Services, and Directors of Local Authority Social Services recommenced on 29th July;

- Local Authority Communication Leads are meeting on the 20th August with the WG Head of Communications for Local Government and Communities;
- WG Hate Crime communications - Funding from the EU Transition Fund has been allocated for a communications campaign to tackle hate crime, Hate Crime Awareness Week will be in October (12-19th).

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

Report for information only and therefore not relevant.

5. OPTIONS APPRAISAL

- 5.1 The Brexit date of 31st October has now been set and there it is essential that the Council is as prepared as possible. From a business continuity and local resilience perspective, planning for a No Deal Brexit is a priority.

6. REASONS

- 6.1 The Brexit top risks for the Council include:

- Disruption to the Council's supply chain (in particular Food Supply);
- Threat to EU funded projects/lack of clarity over future funding streams;
- Financial implications on budgets due to increased costs in relation to supply chain directly attributed to Brexit and continued austerity measures;
- Potential rise in social conflict and hostility - social cohesion;
- Medication / medical needs could be disrupted;
- Impact on construction projects including 21st Century Schools projects due to availability of skilled trade and supplies; and
- Impact on the agricultural sector and wider rural economy which could have further consequences upon the Animal Welfare and Public Protection service;

7. RESOURCE IMPLICATIONS

- 7.1 Report for information only and therefore not relevant.

8. CONSULTEES

Senior Leadership Team

Cabinet

Council Members

10. BACKGROUND PAPERS

N/A

11. AUTHORS:

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12. CONTACT DETAILS:

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