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County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 11 September 2019

Notice of meeting

County Council

**Thursday, 19th September, 2019 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Prayers will be said prior to the Council meeting at 1.55pm. All members are welcome to join the Chairman for prayers should they wish to do.

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of interest	
3.	Public Questions	
4.	Chairman's announcement and receipt of petitions	1 - 2
5.	Report of the Chief Executive:	
5.1.	Corporate Plan Annual Report 2018/19	3 - 92
6.	Report of the Chief Officer for Resources	
6.1.	Capital Additions 2019-20 and Strategy Approval	93 - 120
6.2.	Acquisition of the former MOD railway line, Crick to Caerwent.	121 - 126
7.	Report of the Chief Officer for Children and Young People	
7.1.	Capital Programme - 21st Century Schools Programme	127 - 132
8.	Report of the Chief Officer for Social Care, Safeguarding and Health	

8.1.	Social Care, Safeguarding and Health Annual Director's Performance Report 2018/19	133 - 136
9.	Reports of the Chief Officer for Enterprise	
9.1.	Rights of Way Orders Decision Making	137 - 146
9.2.	MonLife	147 - 252
9.3.	Cardiff Capital Region Strategic Development Plan	253 - 320
10.	Report of the Monitoring Officer/Head of Legal	
10.1.	Planning Committee Seat Allocation	321 - 322
11.	Notices of Motion	
11.1.	<p>Submitted by County Councillor A. Easson</p> <p>At the June meeting of Council it was agreed to set in motion plans and an implementation programme to address the safety of pedestrians, cyclists and motorists, and all other road users along the B4245 between Caldicot and Magor. Can an update be given on the preparations made since June?</p> <p>Since that meeting another very serious accident has taken place, leaving a cyclist in an extremely critical condition.</p> <p>I move, therefore, that a capital programme of at least £300K (based upon 2012 costing) be created with funding being brought forward to expedite the need to carry out that implementation programme.</p>	
11.2.	<p>Submitted by County Councillor D Batrouni</p> <p>That this Council expresses huge disappointment that the Conservative Administration has failed to deliver a 'Tackling Poverty Strategy' and requests that the Cabinet develops a plan and publishes it as soon as possible.</p> <p>That the Council also publishes accompanying documents such as a 'Delivery Framework Plan' and a 'Guide to Understanding and Defining Poverty in Monmouthshire'</p>	
12.	Members Questions	
12.1.	<p>From County Councillor S. Howarth to County Councillor P. Fox, Leader of the Council</p> <p>Would the leader of the Council please say whether he feels happy with the outcomes of the concerns from Monmouthshire residents with reference to the Heads of Valley A465 Road scheme operated by the Welsh Government and contracted to build and design by Costains Group plc.</p>	

<p>12.2.</p>	<p>From County Councillor P. Pavia to County Councillor P. Fox, Leader of the Council</p> <p>Can the Leader of the Council provide an update on the second WelTAG phase, which is developing a case for a bypass for Chepstow?</p>	
<p>12.3.</p>	<p>From County Councillor P. Pavia to County Councillor P. Jones, Cabinet Member for Social Care, Safeguarding and Health</p> <p>Can the Cabinet Member for Social Care provide an update on the authority's response to the Welsh Government's policy decision of setting targets to cut the number of children in care?</p>	
<p>12.4.</p>	<p>From County Councillor M. Powell to County Councillor J. Pratt, Cabinet Member for Infrastructure and Neighbourhood Services</p> <p>Would the Cabinet Member look into the rules regarding the granting of licences to mobile traders and stalls on both the town streets and amenity areas. The shop keepers of our towns pay high business rates for their premises. Surely we should be supporting them as they are the backbone of the towns. They have to trade in the quiet times as well as the bank holidays and should be able to take advantage of the better days.</p> <p>I thought we had a policy that no mobile units or stalls should be allowed to set up in streets where there are residential shops selling similar goods and services.</p> <p>MCC has invested a great deal of money improving the amenity areas and providing pedestrianisation. For example, St John's Square in Abergavenny is a place for people to sit, relax and enjoy the ambience of the area. There are plenty of cafes and restaurants nearby to provide them with refreshments, without large burger vans taking up a large area of the square and taking custom from the residential premises. Also these vans do sometimes request electricity to be supplied.</p> <p>Please give our resident traders a fair crack of the whip.</p> <p>Granted we do have food stalls of all types during the Food Festival, but that is a one off event.</p> <p>It would be not only courteous, but sensible if when MCC are approached for such licences, that the local Councillors were consulted.</p>	
<p>12.5.</p>	<p>From County Councillor D. Batrouni to County Councillor P. Jordan, Cabinet Member for Governance and Law</p> <p>Could the Cabinet Member update Council on the impact of the Climate Change motion on all decision making processes in Council?</p>	
<p>13.</p>	<p>To confirm the minutes of the meeting of Council held on 18th July 2019</p>	<p>323 - 330</p>

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

P. Clarke
D. Batrouni
J.Becker
D. Blakebrough
L.Brown
A.Davies
D. Dovey
L.Dymock
A. Easson
R. Edwards
D. Evans
M.Feakins
P.A. Fox
R.J.W. Greenland
M.Groucutt
L. Guppy
R. Harris
J. Higginson
G. Howard
S. Howarth
R.John
D. Jones
L.Jones
P. Jones
S. Jones
S.B. Jones
P. Jordan
M.Lane
P. Murphy
P.Pavia
M. Powell
J.Pratt
R.Roden
V. Smith
B. Strong
F. Taylor
T.Thomas
J.Treharne
J.Watkins
A. Watts
A. Webb
K. Williams
S. Woodhouse

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Welsh Language

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

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

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

Our Values

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

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

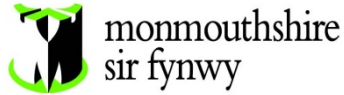
Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

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

Chairman's Report 14th July – 7th September

Saturday 14 th July 11 a.m.	4 th Integrated Youth Event Festival Bailey Park, Abergavenny
Sunday 14 th July 2 p.m.	Merthyr Tydfil Civic Service St John's Church, Cefn Coed, Merthyr Tydfil
Thursday 18 th July 12 p.m.	Monmouthshire Green Flag Event Conference Room, Usk
Thursday 18 th July 6.45 p.m.	Annual Fire Cadet Pass Out Parade Abergavenny Fire Station
Saturday 20 th July 6 p.m.	Regimental Officers' Mess Summer Ball The Castle, Monmouth
Monday 22 nd July	President's Luncheon - 100 th Royal Welsh Show RWAS, Llanelwedd, Builth Wells, Powys
Thursday 25 th July 9.30 a.m.	Judging Panel – GAVO Volunteer Achievement Awards The Sessions House, Maryport Street, USK
Thursday 1 st August 11 a.m.	Citizenship Ceremony Registrars' Office, Usk
Saturday 24 th August	Abergavenny Public Realm Celebration Town Hall, Abergavenny
Thursday 5 th September 11 a.m.	Citizenship Ceremony Registrars' Office, Usk
Saturday 7 th September 5 – 7 p.m.	Exhibition of Artworks, Lady Park Wood Monmouth Museum, Priory Street, Monmouth

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SUBJECT: Corporate Plan Annual Report 2018/19
MEETING: County Council
DATE: 19^h September 2019
DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To seek council approval of the Corporate Plan Annual Report 2018/19.
- 1.2 To ensure that members have access to performance information for 2018/19.

2. RECOMMENDATIONS:

- 2.1 That the Corporate Plan Annual Report 2018/19 be approved, subject to any final amendments agreed by Council.

3. KEY ISSUES:

- 3.1 In February 2018, Cabinet and Council approved the Corporate Plan 2017 – 2022, titled 'A Monmouthshire that works for everyone'. The plan restates the Council's long-standing purpose of building sustainable and resilient communities and sets five priority goals, which also serve as the Council's well-being objectives. Each of the goals includes a number of commitments to action, 22 in total, which the organisation is committed to delivering between now and 2022.
- 3.2 The annual report evaluates the Council's progress and performance in 2018/19 against the goals set in the Corporate Plan 2017-2022. The report also provides a wider evaluation of the Council's arrangements in 2018/19 in line with requirements under the Well-being of Future Generations Act and Local Government (Wales) Measure 2009. Each of the five priority goals has been scored based on the council's self-evaluation framework using a six point scale, level 1 – unsatisfactory to level 6 – excellent. Performance against the goals has already been scrutinised by select committees in September 2019.
- 3.3 The Corporate Plan is an ambitious five year programme; some commitments focus on the longer-term future of the county and aim to address complex challenges, in line with the Future Generations Act. As it is in its early stages, this will need to be considered when assessing progress made as the impact of some activity may not be clearly demonstrable over short timescales, and some activity will be in the early stages or not yet started.
- 3.4 The annual report is a public document and should be accessible to a wide audience. The plan will be published by 31st October 2019 on the council's website alongside a shorter summary version. The summary will be made available as a hard-copy in community hubs and reception areas, as well as on the council's website.
- 3.5 Cabinet are presently undertaking a mid-term review of the commitments in the Corporate Plan to ensure that the aspirations and activity remain relevant and to ensure that it reflects the latest thinking on issues of importance to our communities such as the recent motion declaring a climate emergency. An updated plan will be

brought to Council for consideration ahead of, and to inform, draft budget proposals being released on consultation in December.

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

4.1 This report is an evaluation of previous commitments and is not seeking a decision that would have an impact on these areas. The progress the Council has made on the Future Generations Act, equalities, social justice, and safeguarding is set out in the report.

5. OPTIONS APPRAISAL

5.1 This report is an evaluation of previous commitments and is not seeking a decision on a future policy direction. The report provides a comprehensive analysis, using a range of information, on the council's performance in 2018/19. The structure of the report has been informed by the legislation it is required to meet, including expectations for and feedback on annual reports by the Future Generations Commissioner.

6. EVALUATION CRITERIA

6.1 The report provides a comprehensive analysis of the performance of the council in 2018/19. When setting the Corporate Plan 2017-2022 goals, a clear framework for how we would evaluate progress was identified, which has been used to evaluate the objectives. The report also utilises a range of performance information, including data that is used to measure and benchmark local authority performance.

7. REASONS:

7.1 To ensure that the council can be held to account for performance and can demonstrate progress towards delivering better outcomes for citizens.

7.2 To comply with the Well-being of Future Generations (Wales) Act and Local Government (Wales) Measure 2009.

8. RESOURCE IMPLICATIONS:

8.1 None. This report is a review of performance in 2018/19.

9. CONSULTEES:

Senior Leadership Team;
Cabinet;

Select Committees scrutinised progress against the goals during September 2019. This facilitated select committees to scrutinise how well the authority performed against the goals set and give consideration to any further areas of scrutiny that committee may want to include on their forward work programme.

10. BACKGROUND PAPERS:

Corporate Plan 2017 – 2022, 'A Monmouthshire that works for everyone'

11. AUTHOR:

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A Monmouthshire that works for everyone Corporate Business Plan 2017 // 2022



A N N U A L R E P O R T 2 0 1 8 / 2 0 1 9



monmouthshire
sir fynyw

Version Control

Title	Corporate Plan Annual Report – 2018/19
Purpose	<p>To assess our progress and performance in 2018/19 against the goals, also the Council’s well-being objectives, set in the Corporate Plan 2017-2022. To evaluate how well we have done to help citizens hold us to account on our performance.</p> <p>This plan meets the council’s responsibility under the Well-being of Future Generations (Wales) Act 2015 to report on the progress it has made in meeting its well-being objectives for the preceding financial year (2018/19)</p> <p>This plan also meets the council’s responsibility to review its Improvement Objectives and assess its performance in the previous financial year in line with the Local Government (Wales) Measure 2009 and shows how the council is delivering the 7 aspects of improvement.</p>
Owner	Monmouthshire County Council
Approved by	
Date	
Version Number	1.0
Status	Draft
Review Frequency	Annual
Next review date	September 2020
Consultation	Senior Leadership Team Select Committees

Contents

Version Control	2
Introduction	4
Our Priority Goals and how we have reviewed them	5
Corporate Goal template explained	8
Goal A:	9
Goal B:	19
Goal C:	28
Goal D:	38
Goal E:	47
Action we have taken to support the goals	56
Further Actions We Have Taken to Support the Objectives	71
Partnership & Collaboration	75
What our regulators said	77
Future Generations Commissioner for Wales	78
What Citizens Said	79
Appendix 1 – Further areas that informed the 2018/19 Priority Goals	82
Appendix 2 – Glossary	84
Feedback	85

Introduction

Our Corporate plan, published in February 2018, identifies the commitments we want to deliver up until 2022. This annual report sets out the progress we have made towards those commitments during 2018/19.

When we prepared our Corporate Plan, we examined evidence from a variety of sources and used this to guide us on the areas we wanted to focus on. The plan, available at www.monmouthshire.gov.uk/improvement identifies the things we will be working on for the next five years, up to 2022. It restates the Council's long-standing purpose of building sustainable and resilient communities and sets five priority goals, which also serve as the Council's well-being objectives. Each of the goals includes a number of commitments to action, 22 in total, which the organisation is committed to delivering between now and 2022. The goals for the council are shown in diagram 1.

We have huge drive and ambition for Monmouthshire. The issue is that we do not have the resources – in both financial and human terms - to deliver on everything at the same time. The Corporate Plan focuses on policy priorities that will deliver the Council's purpose, and is aligned with the financial resources we have available.

There has been substantial change for public services in Wales recently, influenced by a very significant piece of Welsh legislation, the Well-being of Future Generations Act. The Act means that public services need to think more about the long-term, work better with communities, prevent problems before they arise, and take a more joined-up approach with other public services.

Beyond the allocation of financial resources to priorities, the plan also sets the context for how we will mobilise the wider assets and resources at our disposal. The funding we receive to run services may be declining, but we continue to see a growing countywide commitment to local social action, volunteering and the contribution of new ideas, time, effort and energy.

This report sets out the progress we have made in 2018/19. As always, your feedback is important to us and there is a short survey and contact details at the back of this report for you to provide your views.

WELLBEING OF FUTURE GENERATIONS

The Well-being of Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach. This will help us to create a Wales that we all want to live in, now and in the future. To make sure we are all working towards the same vision, the Act puts in place seven well-being goals.

Our Priority Goals and how we have reviewed them

Our Purpose is to build sustainable and resilient communities that support the well-being of current and future generations.

This purpose is at the heart of everything we do to improve the economic, social, environmental and cultural well-being of Monmouthshire, and we share this with our partners as part of the Public Service Board (PSB). The priorities set for Monmouthshire in the Corporate Plan 2017-2022 also reflect our contribution to well-being objectives set for the county by the PSB well-being plan. The objectives for the county and the goals for the council are shown in diagram 1.

It is important that the 22 commitments to action are not considered in isolation from one another, since they can impact on each other and need to be considered in an integrated way. How each of the commitments integrates with other commitments is shown in diagram 2.

When we set our 2018/19 goals, we identified a clear framework for how we would evaluate the progress made, which we have applied in this plan. The Corporate Plan is an ambitious five year

programme; some commitments focus on the longer-term future of the county and aim to address complex challenges, in line with the Future Generations Act. As it is in its early stages, this will need to be considered when assessing progress made as the impact of some activity may not be clearly demonstrable over short timescales, and some activity will be in the early stages or not yet started. We have also considered the extent to which:

- Our goals have contributed to the achievement of the seven well-being goals identified in the Well-being of Future Generations Act
- We are taking all reasonable steps to meet them
- They remain consistent with the sustainable development principle, in particular, the five ways of working. More detail on the how the five ways of working are applied is provided in the progress on each goal later in this report.

GLOSSARY

Wellbeing objectives, as referred to in the Wellbeing of Future Generations Act = the five priority goals identified in the Corporate Plan

Steps, as identified in the Wellbeing of Future Generations Act = the commitments to action identified in the Corporate Plan.

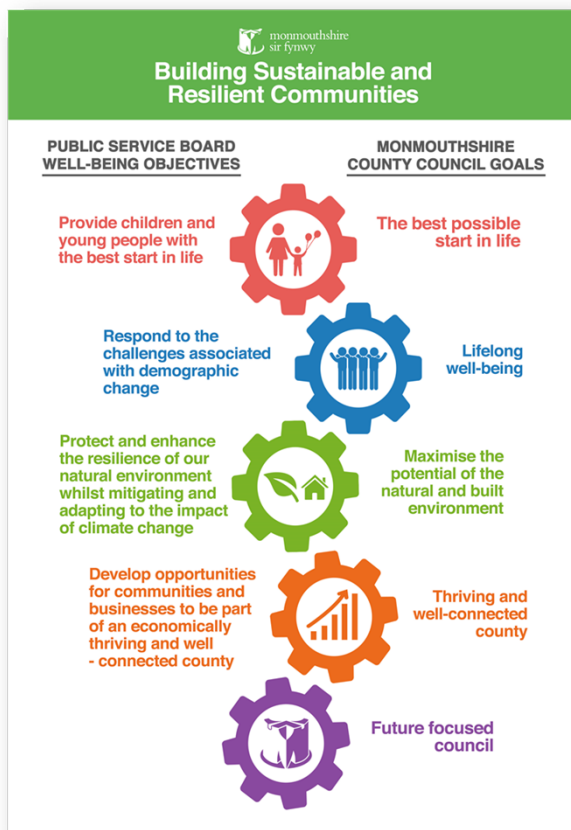


Diagram 1

Diagram 2 illustrating how each of the commitments integrate with other commitments

	1.FUTURE SCHOOLS	2.RAISING STANDARDS IN SCHOOLS	3.STRATEGIC EDUCATION REVIEW	4.CHILDREN AND FAMILIES	5.LOOKED-AFTER CHILDREN	6.ECONOMY AND ENTERPRISE STRATEGY	7. CARDIFF CAPITAL REGION CITY DEAL	8.INFRASTRUCTURE CONNECTIVITY	9.LOCAL LIVING, WORKING & LEISURE	10. PROCUREMENT	11.PLAN FOR LOCAL ENVIRONMENT	12.'GREEN AND CLEAN ENERGY	13.KEEPING ROADS AND AREAS SAFE	14.HERITAGE, ARTS AND CULTURE	15.INDEPENDENT LIVING	16.SOCIAL JUSTICE, PROSPERITY AND INEQUALITY	17. VOLUNTEERS AND SOCIAL ACTION	18.LEISURE, RECREATION AND WELLBEING	19.LOCAL SERVICES AND CUSTOMER EXPERIENCE	20.DEMOCRATIC ENGAGEMENT	21.SUSTAINABLE AND RESILIENT ORGANISATION	22. WORKPLACE AND EMPLOYEES	
1.FUTURE SCHOOLS	█	█	█	█																			
2.RAISING STANDARDS IN SCHOOLS	█	█	█	█																			
3.STRATEGIC EDUCATION REVIEW	█	█	█	█																			
4. CHILDREN AND FAMILIES	█	█	█	█	█																		
5.LOOKED-AFTER CHILDREN				█	█											█							
6.ECONOMY AND ENTERPRISE STRATEGY						█	█	█	█	█	█	█											
7. CARDIFF CAPITAL REGION CITY DEAL						█	█	█	█	█	█	█											
8.INFRASTRUCTURE CONNECTIVITY						█	█	█	█	█	█	█							█		█		
9.LOCAL LIVING, WORKING & LEISURE						█	█	█	█	█	█	█	█	█	█			█					
10. PROCUREMENT						█	█			█													
11.PLAN FOR LOCAL ENVIRONMENT											█	█	█				█						
12.'GREEN AND CLEAN' ENERGY						█	█	█	█	█	█	█	█								█		
13.KEEPING ROADS AND AREAS SAFE											█	█	█					█					
14.HERITAGE, ARTS AND CULTURE									█				█	█									
15.INDEPENDENT LIVING									█					█	█	█	█						
16.SOCIAL JUSTICE, PROSPERITY AND INEQUALITY					█										█	█	█						█
17. VOLUNTEERS AND SOCIAL ACTION											█	█	█	█	█	█	█	█					
18.LEISURE, RECREATION AND WELLBEING									█				█	█	█			█					
19.LOCAL SERVICES AND CUSTOMER EXPERIENCE								█											█	█	█	█	
20.DEMOCRATIC ENGAGEMENT																			█	█	█	█	
21.SUSTAINABLE AND RESILIENT ORGANISATION								█				█							█	█	█	█	█
22.WORKPLACE AND EMPLOYEES																█				█	█	█	█

Our progress against each goal has been assessed on a scale of 1 to 6 based on the following principles:

Level	Definition	Description
6	Excellent	Excellent or outstanding – All performance measures have achieved the target set and all actions have been delivered.
5	Very Good	Major strengths – A significant majority of actions and measures are on track. No more than one or two falling short.
4	Good	Important strengths with some areas for improvement – The weight of evidence shows that the successes are greater than the areas that have not been achieved.
3	Adequate	Strengths just outweigh weaknesses – The evidence of success marginally outweighs areas that are not on track. Some actions are behind schedule and some measures are falling short of planned targets.
2	Weak	Important weaknesses – The majority of measures and actions have not been achieved.
1	Unsatisfactory	Major weakness – In most areas performance is assessed as moving in the wrong direction and the vast majority of actions have not been delivered

A further evaluation of activity and progress has been carried out on each of the 22 commitments to action that sit under each goal. A progress rating has been provided for each commitment, using the following criteria:

Definition	Description
Progressing well	most actions are underway and making good progress; improvements are becoming evident; most activity has been on schedule
Taking steps	actions have been started and are making progress, whilst some are not progressing or are yet to begin; some improvement is evident; activity has been on schedule but some are behind schedule
Attention needed	most actions are not making progress; few improvements are evident; most activity has been behind schedule.
No activity	no actions, improvement or activities are evident

We have also included the following icons in each commitment to action to illustrate their contribution to the wellbeing of future generations act goals:



Prosperous Wales



Resilient Wales



Healthier Wales



More equal Wales



Wales of cohesive communities



Globally responsible Wales



Vibrant culture and thriving Welsh language

Corporate Goal template explained

Goal: this identifies what we want to achieve over the medium term. The information below relates to our progress towards achieving this.				
Why we are focusing on this		Summary of progress in 2018/19		
This provides an explanation of why we thought this was an important area of focus.		This will provide a progress evaluation level and rating, for example: Level 3 – Adequate. It will also provide a summary of our activities, successes and outstanding actions.		
Detailed Progress update				
Commitment to action	Progress	What we said we would do	Progress in 2018/19	
<p>These are the steps that will help us achieve our overall goal</p> <p>The images show contribution to the wellbeing of future generation act goals</p>	<p>This is summarised into the following:</p> <ul style="list-style-type: none"> Progressing well Taking steps Attention needed No activity 	This breaks down the activities we intend to do	This identifies what we have achieved so far, and where our focus will be going forward.	
Well-being of Future Generations Act impact				
This provides an explanation of how our actions contribute to the Well-being of Future Generations act well-being goals and ways of working				
Measures of progress				
Measure	Previous	Current	Target	Comment
This section provides an understanding of key performance information for some of our activity that can be quantified now. The long-term nature of the goals means that performance can sometime be hard to measure in the short-term, with potential benefits not being seen for many years				


Goal A:


Monmouthshire County Council Goal: A. Best possible start in life


Why we are focusing on this	Summary of progress in 2018/19
<p>Research shows that improving outcomes for children and young people relies upon a ‘life course’ approach; each stage of life builds to the next. We will work with children, their families and communities recognising everyone has strengths as well as needs. We will work across professions and agencies, and will be led by data and evidence from emerging good practice.</p> <p>As an organisation we recognise the importance of wellbeing, and people’s safety and security as a part of that. We will promote safeguarding and ensure that it is everyone’s business. We will commit to beginning the work necessary to ensure that children and young people choose to attend school in the county.</p> <p>We will invest in all our children’s learning and development, ensuring they have the environment, skills and support to flourish and be prepared for work of the future. We want our children and young people to be industry ready, able to contribute locally and globally, and meet the demands of a rapidly changing world environment.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>The new 21st Century School in Monmouth opened in September 2018 and Monmouth Leisure Centre fully reopened in February 2019.</p> <p>The EAS is supporting schools to implement the new statutory regulations. Student outcomes in 2018 moved away from the previous near-continuous progress that had been seen in the last three years. In particular, Foundation Phase and Key Stage 4 were not at the levels expected. The gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. Attainment at Key stage 2 and 3 in the Core Subject Indicator showed a slight increase.</p> <p>The statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services has been undertaken and Cabinet have agreed alternations. Following extensive consultation, Cabinet agreed changes to secondary school catchment areas, determined in line with the Council’s School Admission arrangements.</p> <p>There has been a real focus in the last year in Children’s Services to implement a co-ordinated approach to early intervention and prevention. Pressures across the children’s services system are evident and the numbers of looked after children has risen this year. There has been a continuing focus on attracting more foster carers to Monmouthshire; a concerted recruitment campaign has seen the number of foster carers rise to 65 this year.</p> <p>There continues to be a focus on enabling sport and physical activity opportunities across Education, Leisure and Community provision, for example, through the MonSport Play Maker and Daily Mile initiative. The Council has continued to</p>

facilitate the completion of the School Sport Survey; in 2018, it showed 45% of pupils take part in sport on three or more occasions per week, a decrease from 49% in 2015.


Detailed Progress update

Commitment to action	Progress rating 18/19	What we said we would do	Progress in 2018/19
<p>1. THE COUNCIL INVESTS IN FUTURE SCHOOLS</p> 	<p>Progressing Well</p>	<p>1.1 Conclude comprehensive redevelopment of new secondary school with community leisure facilities in Monmouth</p> <p>1.2 Commence Abergavenny school redevelopment</p> <p>1.3 Develop 'Band C' proposals for the re-provision of secondary learning in the Chepstow area.</p>	<p>The new 21st Century School in Monmouth opened in September 2018. The £40m learning environment has been well received by staff and students alike. The extensive preparations for changes in curriculum, afforded by the building's design, have been implemented, and early evidence suggests that students have responded positively.</p> <p>The school sits alongside and compliments the newly opened Monmouth Leisure Center; the £7.4m project includes a range of facilities to support well-being and a brand new, state of the art five-lane, 25 meter swimming pool, a 50 station fitness suite, a dedicated spinning and exercise class studio, beauty treatment rooms and a health spa.</p> <p>A report detailing the next phase of the Welsh Government's 21st Century Schools' programme was reported to Council in December. The report details the establishment of a programme team for the agreed proposals in Abergavenny of Band B plans. The purpose of the team is to support the development of a Full Business Case (FBC) for the next tranches of capital investment in Monmouthshire County Council's 21st Century Schools' redevelopment programme.</p> <p>A strategic case for the renewal of Chepstow School in Band C of the 21st Century School Programme is to be developed alongside Band B plans.</p>


<p>2. THE COUNCIL HAS A PLAN FOR RAISING STANDARDS IN SCHOOLS</p> 	<p>Attention needed</p>	<p>2.1 Continue to raise standards in education including STEM subjects (science, technology, engineering and maths)</p>	<p>Raising standards in education remains a priority. Schools are being supported by the EAS to ensure they have the skills and capacity to implement new statutory requirements over the next three years.</p> <p>There have been changes in accountability frameworks using Teacher Assessment Data (Foundation Phase, key stage 2 and 3). Outcomes that are available from the 2017/18 academic year include:</p> <ul style="list-style-type: none"> • 88.2% pupils achieved the foundation phase indicator (FPI) in 2018 (previous years are not directly comparable) • 94.0% pupils achieved the Key stage 2 core subject indicator (CSI), 0.8 percentage points above 93.2% in 2017 • 93.0% pupils achieved the Key stage 3 core subject indicator (CSI), an increase of 0.3 percentage points from 92.7% in 2017. • 59.5% of pupils achieved the Level 2 threshold inclusive of English/Welsh first language and mathematics, a decline of 7.5 percentage points from 67.0% in 2017. <p>Student outcomes in 2018 moved away from the previous near continuous progress that had been seen in the last three years. In particular Foundation Phase and Key Stage 4 were not at the levels expected. For the first time since its introduction primary schools saw a fall in the Foundation Phase Indicator. This was largely due to a realignment of assessments to the Literacy and Numeracy Framework.</p> <p>At Key stage 4 there have been revisions to examinations that means they focus in part on different skill sets and knowledge than in previous years. Key stage 4 performance in 2017/18 was not at the same level as the previous year. There was a fall in one of the key indicators; the level 2 inclusive however performance in the 'new' measure, the 'Capped 9', was stronger. Challenges remain for all four secondary schools.</p>
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		<p>2.2 Ongoing focus on vulnerable learners</p>	<p>Meeting the needs of vulnerable learners remains a priority. The gap in attainment between those not eligible and those eligible for Free School Meals (FSM) remains a concern. At Key stage 4, the FSM/non FSM attainment gap widened from 43.7 percentage points gap in 2017 to 47.9 percentage points in 2018 for the Level 2 threshold inclusive of English/Welsh and maths indicator.</p> <p>The EAS business plan for 2019/20, endorsed by Cabinet in April 2019, sets out the priorities and programmes to be achieved to accelerate outcomes for children and young people across all schools. The strategic priorities for Monmouthshire in 2019/20 include:</p> <ul style="list-style-type: none"> • Improve outcomes of vulnerable groups, including FSM learners, particularly at key stage 4 • Reduce variance in outcomes, teaching and leadership, particularly at key stage 4, using the Excellence in Teaching and Learning Framework as a tool for improvement • Secure appropriate progress for learners across the full range of cognitive abilities of pupils
		<p>2.3 Convening school industry partnerships</p>	<p>Action on convening school industry partnerships is being developed between Youth Enterprise and the Children and Young People Directorate.</p>
<p>3. THE COUNCIL CARRIES OUT A STRATEGIC EDUCATION REVIEW</p> 	<p>Taking steps</p>	<p>3.1 Implement the findings and recommendations of the independent Additional Learning Needs Review</p>	<p>The statutory consultation process on a proposed new model for the delivery of ALN and Inclusion Services has been completed. Officers have analysed the responses and Cabinet have received a copy of the consultation report with recommendations on a delivery model, against which, statutory notices were produced. In December 2018 cabinet received a report concluding the ongoing statutory process undertaken in relation to the local authority's ongoing review of additional learning needs, including the objection report. Cabinet agreed to the implementation of a number of regulated alternations from 29th April 2019. These included changes to the type and capacity of provision to Special Need Resource Bases in specified schools.</p> <p>A particular facet of work has been to focus on needs of children with challenging behaviour. As a part of the December 2018 Cabinet Decision the extended 'in-reach' services by the Pupil Referral Unit have been implemented and the staff</p>

		<p>recruited. This will start in September 2019. This will provide significant additional resource to challenging behaviour in schools, supporting vulnerable learners and will form a key part of the graduated response to behaviour in our schools.</p> <p>Following further review Cabinet have agreed to commence a consultation on the closure of Mounton House Special School. Cabinet will take a further decision regarding this in September 2019.</p>
	3.2 Review of Catchment and Nearest School Policy	<p>In December 2018, Cabinet gave approval for the local authority to engage in a public consultation process, seeking the views of key consultees on proposed amendments to Secondary School catchment areas determined in line with the Council's School Admission arrangements. An extensive consultation was held between January and March 2019. The consultation process was undertaken to allow the Council to receive a public view on the concerns received over recent years relating to Secondary School catchment areas in their current form.</p> <p>The response received has enabled the council to consider an amendment to existing policy based on an informed consultation. The findings of the consultation were presented to cabinet in April 2018 and changes agreed as part of the Council's determined School Admission arrangements for academic year commencing September 2020/21. The recommendations achieve alignment between Primary and Secondary School catchment areas, and provide the Monmouthshire families residing in the affected areas with Secondary School catchment within the county.</p>
	3.3 Review of Home to School Transport	<p>In agreeing the review of schools admission arrangements, cabinet agreed to commission officers to undertake a review of the home to school transport policy, with the aim for it to be concluded in such time to allow for implementation in line with the changes to the catchment areas agreed i.e the start of the academic year 2020. At this time, the policy review will not include transportation affecting faith or Welsh medium schools.</p>

		<p>3.4 Review and develop leadership structures across schools</p>	<p>Leadership in schools remains a focus. 2018/19 has seen significant change in school leadership. While some of the turnover of head teachers is a consequence of people reaching the end of their careers, it needs to be recognised that the role is becoming more demanding and the resilience of our school leaders and staff is something we need to support and promote.</p> <p>The EAS business plan for 2019/20 includes the strategic priority for Monmouthshire to strengthen leadership capacity in identified schools.</p> <p>In March 2019 Cabinet agreed to federate the Governing Bodies of Llanfoist Fawr and Llanvihangel Crucorney Primary Schools. As part of its school reorganisation programme and strategies to improve outcomes, the Local Authority wishes to promote collaboration between schools. School federation is a more formal way of extending collaboration and promoting closer working relationships.</p>
<p>4. THE COUNCIL IMPLEMENTS A MODEL OF EARLY INTERVENTION AND PREVENTION FOR CHILDREN AND FAMILIES</p> 	<p>Taking steps</p>	<p>4.1 Integrate preventative children and family services within each locality into one prevention focused function</p>	<p>There has been a real focus in the last year in Children’s Services to implement a co-ordinated approach to early intervention and prevention. Early help and support services are developing well. Such services enable the earlier identification of a family’s strengths and needs and can support positive family change including signposting of families to universal provision.</p> <p>Preventative resources in Children’s Services have been joined up and targeted through the ‘Building Stronger Families’ offer. Practitioners now work directly with families to support them in setting and working towards their own family goals and aspirations.</p> <p>An Early Help Panel has been established, this helps families get the right help when they need it and for agencies to understand each other’s ‘service offers’ better.</p> <p>An Edge of Care Team has been established and is now fully implemented to support families and to help ensure that wherever possible and safe, children can remain at home.</p>

			<p>We are measuring the outcomes of all our preventative and family support services to understand where there is a case for increasing the resource. Work is ongoing to ensure Step up Step down and early help statutory interventions are working well and to evaluate performance.</p> <p>The pressures across the whole system are evident and the numbers of looked after children has risen this year from 139 at the end of 2017/18 to 173 at the end of 2018/19, continuing the upward trend in recent years. Whilst we develop interventions to address early identification, and manage appropriately pre- and post-statutory intervention with families, the growing numbers mean that these services are under pressure. Work is underway to maximise the opportunities to reduce the current trends.</p> <p>A corporate parenting strategy is in place that sets out how the whole Council (officers and members) will work together to fulfil the role as parents to looked after children (LAC and care leavers).</p>
		<p>4.2 Provide services that meet mental health and emotional well-being including the Face2Face counselling scheme</p>	<p>The Monmouthshire Public Service Board has prioritised the step in its well-being plan on “supporting the resilience of children and young people in relation to their mental health and emotional well-being.” The Children and Young People’s Strategic partnership is being developed to bring key partners together to lead on the delivery plan to meet the relevant steps for the partnership in the PSB well-being plan, which include the step on children and young people’s mental health and well-being.</p> <p>SPACE (Single point of Access for Children's wellbeing) has been integrated into the Early Help panel to support children, young people and their families with positive mental health and well-being.</p> <p>The Council continues to work on the Public Service Board well-being plan step on Adverse Childhood Experiences (ACEs). The response to this in Monmouthshire involves an understanding of the impact of ACE’s within our communities, and coordination with a range of partners, to develop a long-term approach to prevention, taking account of the complexity of issues involved.</p>

		<p>4.3 Promote active lifestyles through activities such as The Daily Mile</p>	<p>There continues to be a focus on enabling sport and physical activity opportunities across Education, Leisure and Community provision. The MonSport Play Maker engages young people to promote a positive attitude to participation in sport and physical activity, as well as a healthy lifestyle. Every year 5 and 6 pupil has now received the 6 hour Sports Leaders UK Course. Recent academic research has confirmed the benefits of schools taking part in the Daily Mile; across Monmouthshire, 16 schools are signed up and taking part, as well as 3 pre-schools.</p> <p>The Council has continued to facilitate the completion of the School Sport Survey, which captures data on young people’s activity levels and preferences when participating in sport and physical activity in school and in their communities. Participation was encouraged from as many pupils as possible; while some of the results in 2018 vary, the data helps inform the planning of sport provision for young people. Some of the 2018 results show:</p> <ul style="list-style-type: none"> • 45% of pupils take part in sport on three or more occasions per week, a decrease from 49% in 2015. • 74% of pupils took part in a sport at a club outside of school in the last year; a decrease from 80% in 2015. • 69% of pupils reported enjoying sport outside of school a lot; the same as in 2015.
<p>5. THE COUNCIL ENSURES PERMANENT ACCOMMODATION AND SUPPORT FOR LOOKED-AFTER CHILDREN</p> 	<p>Taking Steps</p>	<p>5.1 Work with regional partners to increase the numbers of children who are adopted in a timely way</p> <p>5.2 Increase the number of Monmouthshire foster carers</p>	<p>Monmouthshire continues to be a member of SEWAS (South East Wales Adoption Service). There continues to be a shortage of adopters nationally; this year saw an increase in children waiting for adoption placements as a result of this. However, recruitment continues to remain a priority for SEWAS. Assessments of adopters commenced by SEWAS increased from 12 to 67 in 2018, and is starting to impact of the number of approvals.</p> <p>Regionally, across the wider Gwent Local Authorities we are working through the Children and Family Partnership as part of the Regional Partnership Board to enhance both locally and regionally the support on offer for children who are Looked After and their carers. Over the next year there will be a focus in particular on children who are looked after in ‘kinship’ arrangements. The council continues to</p>

			<p>run campaigns to increase the rates of in house foster carers, this has seen some good results this year, a concerted recruitment campaign has seen the number of foster carers rise to 65 this year. Although this is a positive increase, increasing demand means supply at times does not keep up with demand. Active campaigns will continue.</p> <p>This year we have collaborated with Blaenau Gwent to implement the MYST service, a Multi-disciplinary Intensive Therapeutic Fostering Service for Looked After Children and Young People, which through the Integrated Care Fund investment will help to support children with complex needs within a foster care setting and equip a new generation of carers to support our young people with complex needs.</p>
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Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓		✓	✓		✓	

The long-term nature of this goal is intrinsic to its success. Working with and involving children and young people, as early as possible, to identify their needs will give them the best chance of achieving their maximum potential. Preventing problems before they start will provide our young people with the best chance to develop. By focusing on prevention we will aim to reduce the number children who rely on statutory services and should support them in a way that provides them with a better outcome. Using a collaborative approach and aligning services provides a rounded resource, with the right people in the right place at the right time. It also reduces duplication, avoids the need for multiple referrals and provides a complimentary methodology of care that works in harmony for the young person. Overall, this approach integrates the needs of our young people, ensuring they have the best opportunity to achieve their goals.

Measures of progress				
Measure	Previous	Current	Target	Comment
Percentage of pupils achieving 5 good GCSEs at grade A* - C including English and mathematics	67%	59.5%	71.3%	Current is 2017/18 academic year data.
Free School Meals attainment gap across all key stages (percentage point change, pp) i) Foundation Phase ii) Key Stage 2 iii) Key Stage 3 iv) Key Stage 4	i) 9.9pp ii) 10.2pp iii) 18.8pp iv) 43.8pp	i) 10.0pp ii) 10.6pp iii) 27.4pp iv) 47.8pp	i) 11.1pp ii) 7.6pp iii) 14.6pp iv) 32.5pp	Current is 2017/18 academic year data.
Percentage of pupils who take part in sport on three or more occasions per week ¹	48.8%	45.0%	55%	Previous is 2015 and current is 2018 survey data from Sports Wales.
Proportion of Council staff trained to the appropriate safeguarding levels		Data being collated	Not set	Recorded as part of the HR System. Data currently being updated by each department's designated safeguarding lead and HR.
Percentage of looked after children who experience non-transitional school moves	9.5%	5.3%	<12.7%	
Percentage of children and young people at the end of Key stage 2 in Monmouthshire Primary Schools who move to a secondary school in the county	77.7%	75.4%	Increase	Current is summer 2018 data. Updated calculation method applied in 2018.
Percentage of pupils with a statement of special educational learning needs educated in mainstream setting within the county	67.6%	69.7%	Increase	
Percentage of Year 11 leavers not in education, training or employment (NEET) ²	1.4%	1.6%	1.2%	Current is 2018 data, data produced annually by Careers Wales.


Goal B:


Monmouthshire County Council Goal B: Thriving and well-connected county

Why we are focusing on this	Summary of progress in 2018/19
<p>Monmouthshire has the second highest level of economic competitiveness in Wales with the highest rate of business births. Whilst productivity is comparatively high, more needs to be done to increase Gross Value Added in existing and new industries. Monmouthshire is the closest point for business relocation, post cessation of the Severn Bridge Tolls, and this means seizing the opportunity to boost research and development capacity. We will develop a clear strategy that articulates our distinct strengths and goals for enhancing competitiveness, innovation and productivity.</p> <p>We want Monmouthshire to be a place to be – not just a place to be from - so we will review our Local Development Plan to ensure it is meeting our needs. The delivery of quality, sustainable, affordable housing will help enable the retention of young people, helping combat ‘brain drain’, and will assist in managing the social and economic challenges associated with a rapidly ageing population.</p> <p>We will tackle the barriers to productivity, and focus on sustainable infrastructure and connectivity. Externally, developing such foundations will enable businesses and community enterprises to deliver employment, growth and prosperity. Post-Brexit, this will better enable businesses to look beyond our shores for customers. Internally, we will unlock the value of our own procurement spend, developing data-driven enterprise and commercial mindsets, and more innovative approaches to local market creation.</p>	<p>Progress evaluation: Level 4 - Good</p> <p>Work has progressed to support new and existing businesses in the county, with advice and support being provided to 82 pre-start and existing businesses.</p> <p>Programmes to improve the prospects for school leavers at risk of becoming NEET has continued, with successes in the outcomes for the young people involved.</p> <p>There has been considerable progress with projects related to the Cardiff Capital Region City Deal, with significant financial commitments being made specifically to regeneration projects in Monmouthshire.</p> <p>Work to improve digital connectivity has seen significant investment, with hundreds of premises benefiting from better internet services. Despite this, the digital deprivation rate within Monmouthshire stands considerably higher than in our neighboring authorities and a digital deprivation action plan is being developed to identify opportunities to address this issue.</p> <p>Five companies were awarded £50,000 of GovTech funding from the Cabinet Office to develop and pilot solutions to loneliness and limited rural transport in our communities. They worked with local people and organisations to co-produce their concepts.</p> <p>Several Local Development Plan (LDP) targets relating to housing provision are not currently being achieved. Work on the replacement LDP is underway; the</p>

revision will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals.

Detailed Progress update

Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
<p>6) THE COUNCIL DEVELOPS AND DELIVERS A NEW ECONOMY AND ENTERPRISE STRATEGY</p> 	<p>Taking steps</p>	<p>6.1 Work with business to create and deliver a new strategy focused on increasing competitiveness, productivity and innovation</p>	<p>Delivery of the Monmouthshire Business Growth and Enterprise strategy 2014-2020 is on target; advice and support has been provided to 82 pre-start & existing businesses. Engagement with local businesses is ongoing regarding wide ranging issues such as support and events being delivered by Business Wales and Superfast Business Wales, the business rates relief scheme and other issues of concern to local businesses.</p>
		<p>6.2 Develop incentives and support to encourage indigenous business growth and inward investment</p>	<p>Numerous land and property searches have been conducted and potential sources of funding have been identified for a range of start-ups and existing businesses.</p>
		<p>6.3 Develop more employment opportunities for young people to reduce the numbers leaving the county</p>	<p>A draft Monmouthshire County Council Apprentice, Graduate and Internship Strategy and tool kit has been developed and consulted on. The strategy aims to develop and support apprenticeship, graduate jobs and internships across the local authority.</p> <p>Numerous events have been celebrated, International Women’s Day with Caldicot School, Global Entrepreneurship Week with Caldicot, Chepstow, Monmouth and King Henry School, and National Apprenticeship Week with the Council.</p> <p>Numerous programmes of work are underway for school-leavers to ensure the numbers of those know not to be in Education, Employment or Training (NEET) are reduced and to improve their opportunities to enter work following education. Work is ongoing with the Inspire2Achieve and Inspire2Work programmes, but is behind target on enrolments; it is on target for</p>

			<p>qualifications, further education/college and employment. Cabinet approved an extension for I2A and I2W to 2021 and 2022 respectively, including match funding and amendments to the profile of the programmes.</p> <p>Statistics on the percentage of young people NEET for 2018 show:</p> <p>Year 11 – 1.6% compared to 1.4% previous year; LA target for 2018 is 1.2% Year 12 – 0.5% compared to 1.4% previous year; LA target for 2018 is 1.2% Year 13 – 1.4% compared to 2.1% previous year; LA target for 2018 is 1.9%</p>
		<p>6.4 Ensure planning policies and land allocations for employment uses enable appropriate growth sectors.</p>	<p>An Employment Land Review has been commissioned to inform the new LDP; a review of the Local Employment Evidence Base for the sub-region is also being conducted, a joint project with Torfaen, Blaenau Gwent, Newport and Caerphilly. An Economies of the Future study has been completed by consultants, a joint project with the Business and Enterprise Team. A member workshop is being carried out in June to consider the council’s growth ambition.</p>
<p>7) THE COUNCIL MAXIMISES ECONOMIC POTENTIAL THROUGH DELIVERING THE CARDIFF CAPITAL REGION CITY DEAL</p> 	<p>Progressing well</p>	<p>7.1 Lead ‘Innovation theme’ and play a key governance role in the Cardiff Capital Region</p>	<p>The Council has approved the Cardiff Capital Region Five-Year strategic Business Plan, which has been formally approved by the members of all 10 local authority partners. Cardiff Capital Region City Deal reported an underspend for financial year 2018/19 giving confidence that the framework is being well managed.</p>
		<p>7.2 Develop and deliver projects of regional significance including capitalising on new Compound Semiconductor Foundry</p>	<p>Work is progressing on the Compound Semiconductor Foundry, within its first year, 46 highly-skilled technicians and engineers have begun work at the compound semiconductor facility, backed by the Cardiff Capital Region (CCR) City Deal.</p>

8) THE COUNCIL DELIVERS BETTER INFRASTRUCTURE CONNECTIVITY & OPPORTUNITY



Progressing well

8.1 Develop and deliver solutions to improve rural broadband

The Council has continued to work with Welsh Government to support access to Superfast Cymru and is one of three local authorities represented on the Advisory Panel. Delivery of the Rural Community Development Fund broadband deployment project has been completed, with up to 500 premises now able to connect to the new network.


In January, Welsh Government signed a grant agreement around the next phase of rollout for Monmouthshire for Superfast Cymru 2; discussions will commence in March regarding the next phase of the rollout. This will secure a further £160k to allow a further 550 'white' premises to be connected to the internet.

Research suggests that the next phase is unlikely to solve all the digital deprivation issues, and it is estimated there will still be 9000 households/premises that will be white post codes, suggesting we will need even more solutions. The current digital deprivation rate within Monmouthshire stands at 12.5%, considerably higher than the other Cardiff Capital Region Local Authorities who sit at 3% to 4%. A digital deprivation action plan is being developed to identify opportunities to address this issue.



Monmouthshire is one of three locations to benefit from the learning associated with a £2m funding programme to trial the use of pseudo-5G technology acting as a testbed to bring world-class digital infrastructure to Monmouthshire.

A successful bid was submitted to UK Government, with regional colleagues across the Cardiff Capital Region, for circa £8 million (£2 million in Monmouthshire) to develop a Local Full Fibre Network across the county. This includes 46 Anchor Tenancy sites and 39 site upgrades to aid improvements to broadband connectivity within the County.

		<p>8.2 Develop a range of options to improve rural transport and better public transport linked to opportunities throughout the Cardiff Capital Region</p>	<p>A Rural Transport Study, commissioned through the Rural Development Plan, identified numerous challenges regarding transport and access in the county, and made recommendations on potential measures to take forward.</p> <p>The Council GovTech challenge, funded by the Cabinet Office, was launched in July 2018 to encourage technology firms to develop and pilot solutions to loneliness and limited rural transport in our communities. 57 applications were received and from these, five companies were awarded £50,000 of funding from the Cabinet Office to conduct research into their proposed digital solutions. They worked with local people and organisations to co-produce their concepts, and these were presented at the end of March.</p> <p>If the GovTech pilots show enough promise then two of these could be awarded up to £500,000 each from the Cabinet Office to turn the proposals into working prototypes that would be tested in Monmouthshire Communities.</p>
		<p>8.3 Enhance the quality of local highways services</p>	<p>The Monmouthshire highway maintenance programme continues to be delivered by prioritising schemes on the basis of need, within the budget available. New opportunities for maintaining the highway network, and associated assets, utilising new technology and construction methods, continue to be explored.</p> <p>In 2018/19, 2.7% of A roads and 4.7% of B roads were classified as being in poor condition.</p>
		<p>8.4 Identify ways to reduce the difference in pay between men and women in the county</p>	<p>A Social Justice Strategy has been developed and demonstrates the Council's commitment to address inequalities and improve outcomes for the county's people and communities. It establishes the Council's purpose, intentions and activities for the next four years; this includes programs of work related to overcoming inequalities in access to economic prosperity.</p>

<p>9) THE COUNCIL PROVIDES MORE OPPORTUNITIES FOR LOCAL LIVING, WORKING & LEISURE</p> 	<p>Taking steps</p>	<p>9.1 Review the current Local Development Plan to ensure an appropriate supply of land for homes and businesses</p> <p>9.2 Participate in and shape opportunities for regional strategic land-use development plans</p> <p>9.3 Increase the volume, quality, variety and affordability of housing</p>	<p>The latest information from 2018 on the average (median) weekly earnings for employees working in Monmouthshire shows there was a £109 difference in pay between men and women.</p> <p>Several Local Development Plan (LDP) targets and monitoring outcomes relating to housing provision are not currently being achieved, including new dwelling completions and affordable dwelling completions. In 2018/19, Monmouthshire had 4.0 years supply of housing land, this a slight increase from 3.9 years in 2017/18. A policy has been put in place to clarify how proposals for housing on unallocated sites is dealt with. In 2018/19 443 new dwellings were completed, this is an increase from 279 in 2017/18, although it's below the LDP target. Of the dwellings completed in 2018/19, 131 were affordable homes, above the 96 target.</p> <p>Work on the replacement LDP is underway. The initial call for candidate sites ended in November 2018 and 220 sites were submitted. Consultation has taken place on the issues facing the county and communities, on a vision for the LDP, and on objectives to address those issues and achieve the vision. Consultation begins in July 2019 on the growth and spatial options. The revision will ensure Monmouthshire maintains statutory Development Plan coverage to shape and manage development proposals and enable the Council's growth ambition and core purpose of building sustainable and resilient communities.</p> <p>The Council is committed to the preparation of the Strategic Development Plan (SDP) for the South East Wales region and chairs the Officer SDP Project Group, as well as the SE Wales Strategic Planning Group. The Cardiff Capital Region Joint Cabinet has agreed a paper setting out the proposed governance and resourcing of the SDP. A report will now be brought before each of the ten constituent County Councils before October to seek agreement to proceed with the SDP.</p> <p>Council has approved the findings of the initial appraisal into the feasibility and need for the Council to set up its own development company to undertake</p>
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			<p>residential and commercial developments. A further report on the proposed Development Company will be considered by Council in September 2019.</p> <p>The delivery of quality, sustainable and affordable housing continues to be a focus through various programmes. Monmouthshire Lettings Service now have 63 units of shared accommodation and 23 properties signed up to be managed on behalf of landlords.</p>
		<p>9.4 Provide flexible support for business and tourism development</p>	<p>The Destination Management Plan (DMP) for Monmouthshire establishes a clear framework to address identified priorities and deliver year round sustainable tourism growth. A number of objectives are identified including consolidating Food Capital of Wales status for Monmouthshire and encouraging investment in the serviced accommodation sector. Latest STEAM (Scarborough Tourism Economic Activity Monitor) figures for Monmouthshire show that in 2018 tourism contributed £218.93m to the County's economy, a 3% increase on the 2017 economic impact figure. There were a total of 2.24 million tourist visitors in 2018, a decrease of 2.8% from 2.30 million in 2017. (The number of day visitors fell by 5.1% but staying visitors increased by 5.3% between 2017 and 2018). The number of FTEs supported by tourism increased by 0.7% over the same period to 2,989.</p> <p>The Events Team was established in 2018 with a focus on promoting Monmouthshire as a key destination for events through the provision of a county wide programme that is safe and accessible for all. The team is delivering a programme of corporate and commercial events, whilst also supporting community events organisers across the county and the wider Gwent region.</p>
<p>10) THE COUNCIL UNLOCKS ECONOMIC VALUE OF ITS SPENDING POWER</p>	<p>Taking steps</p>	<p>10.1 Review our procurement spend, improve analysis of expenditure and build local supply chains where possible</p>	<p>We have developed a progressive, fit for the future Procurement Strategy 2018-2022. It provides clarity on the additional value streams that can be driven through the Council's third party spend on goods, services and works, and attempts to award contracts on the basis of whole life cost.</p> <p>The Procurement Strategy is underpinned by a stretching action plan that looks to award contracts on a combination of factors to include overall price,</p>

 		as well as quality, and a number of additional factors that might benefit the citizens of Monmouthshire. These might include creating opportunities for Small & Medium Enterprises (SMEs) to be awarded work both as primary contractors and as part of larger contractor's supply chains, as well as the potential to require suppliers to create local apprenticeship opportunities within the county.
	10.2 Reduce waste by committing to the principles of a 'circular economy'	Work is underway to facilitate a deeper analysis of our procurement expenditure which will then enable opportunities to be explored using circular economy principles.
	10.3 Ensure we play an active part in national-led commissioning consortia	We are active members of the National Procurement Service for Wales (NPS) and the Welsh Local Government Association (WLGA) Heads of Procurement discussions, and look to influence the scope of both national and regional sourcing discussions to ensure the best possible outcome for the citizens of Monmouthshire.

Well-being of Future Generations Act Impact

Contribution of Council goal to Future Generations Act Well-being Goals

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓		✓	✓	✓

This goal is aimed at the long-term viability of Monmouthshire as a thriving place to live, work and visit. The City Deal is one example where we work collaboratively with neighbouring authorities to maximise opportunity. Keeping Monmouthshire thriving and well-connected promotes integration and will impact on the social, economic, environmental and cultural well-being of the county. This will require collaboration with local businesses and other organisations, and involvement from the local community to maximise the opportunities being presented. Considering the global wellbeing of Wales is also important and this goal will focus on ensuring decisions are made with future generations in mind and takes a preventative approach to help enable the retention of young people.


Measures of progress				
Measure	Previous	Current	Target	Comment
Gross Value Added (£ per head) ³	£20,303	£21,220	Increase	Gross value added estimates the total output of an economy Current data is from 2017.
Difference in average pay between men and women ⁴ :	£41.8	£109.6	Reduce pay difference	The average (median) weekly earnings for employees working in Monmouthshire, recorded on a calendar years basis; current is 2018 data. 2017 data shows a significantly lower difference in pay, this result varies significantly from recent years' trends.
Men	£546.30	£578.90		
Women	£504.50	£469.30		
Average weekly earnings of people who work in Monmouthshire ⁵	£538.6	£537.8	Increase	The average (median) weekly earnings for employees working in Monmouthshire, current is 2018 data.
Number of active business enterprises in the county ⁶	4120	4170	Increase	Data is recorded on a calendar year basis; current is 2017 data.
Number of businesses assisted by Monmouthshire Business and Enterprise and referrals to partners	63	82	75	
Proportion of premises with access to high speed broadband	Not available	80.08%	Increase	Data provided by Welsh Government and relates to infrastructure built by Superfast Cymru in phase 1 which completed December 2017.
Number of market and affordable housing units built ⁷	279	443	488	488 dwellings per year are needed from 2014 -2021 to meet the LDP housing need requirement of 4500 dwellings.
Total income generated from tourism ⁸	£212.61 million	£218.93 million	10% increase by 2020	Data is recorded on a calendar year basis; current is 2018 data. Target from 2015 base of £186.65 million (£201.77 million indexed at 2018) This can be influenced by a range of factors, not entirely in the Council's control.

Goal C:

Monmouthshire County Council Goal: C. Maximise the Potential of the natural and built environment	
Why we are focusing on this	Summary – Progress in 2018/19
<p>Monmouthshire has a spectacular natural environment, a unique heritage value and a culturally rich identity. We believe that necessary growth, development, and expansion of our place, need not compromise our distinctive offer; indeed it should complement and enhance it. We will play our part in tackling climate change. As an agricultural and food producing county, we recognise the moral and economic impetus around reducing food waste and the impact on greenhouse gases. We support the principles of the ‘circular economy’ and the recycling and restoration of goods, and want to work with businesses and organisations that subscribe to these too.</p> <p>We will maintain the internal corporate systems, policies and asset management plans that emphasise carbon reduction, energy resilience and a green Council culture. Connected to this, we will safeguard the wider environmental interests of our rural communities through developing multi-agency approaches to road safety.</p> <p>We will continue to recognise the value of our culture and heritage in enhancing the livability of our county. We will work with partners and communities to enhance our high quality recreational and cultural facilities to provide opportunities for people to learn develop and enjoy themselves and help attract the talent so key to driving a strong economy.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>New waste and recycling collections started in Monmouthshire in March to improve recycling services and minimise costs. Some residents have been affected by missed collections and a lot of work has been undertaken to minimise the impact to residents. Audited data from Welsh Government for 2018/19 shows the percentage of materials recycled has dropped for a second year to 63.37%, which is below the 64% required by Welsh Government. Electronic reporting of fly tipping and developing a littering strategy are some of the other developments.</p> <p>Our green infrastructure approach has benefitted from a Welsh Government grant in Caldicot, and the Council is leading on a 3-year collaborative project with the five Gwent local authorities and NRW, called the Gwent Green Grid Partnership. The Resilient Greater Gwent partnership is also supporting biodiversity and resilient ecological networks in Monmouthshire, and is being supported by Welsh Government’s Enabling Natural Resources and Well-Being (ENRaW) grant.</p> <p>To reduce our carbon footprint, we have developed a specification for a refit programme for mechanical and electrical infrastructure. We have been working with the community and others to understand more about climate change and how we, as a council, need to be taking action.</p> <p>We have submitted an application to the National Heritage Lottery Fund to support a MonLife Heritage Strategy, which will be used to develop some of our most valued assets. Other investment projects include works to improve</p>

Abergavenny's Borough Theatre, and a business plan to safeguard and improve the Wye Valley River Festival.

Detailed Progress update

Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
<p>11) THE COUNCIL DEVELOPS & DELIVERS A SUSTAINABLE PLAN FOR ENHANCING THE LOCAL ENVIRONMENT</p> 	<p>Attention needed</p>	<p>11.1 Improve how we deal with litter and fly-tipping</p>	<p>Fly tipping can now be reported using the My Monmouthshire App. In 2018/19, 879 reports of fly tipping were reported. Of those, 300 incidents were confirmed as fly tipping for which the Council was responsible for clearance. There have been some operational issues during the integration of the digital technology relating to recording and reporting back on fly tipping incidents. Of the 243 cleared fly tipping incidents accurately recorded, it took an average of 4.82 days to clear.</p> <p>Environmental Health continue to provide proactive and reactive investigations of fly tipping; 177 complaints were investigated in 2018/19. Officers have been authorised to issue fixed penalty notices for small scale fly tipping incidents in response to new legislation</p>
		<p>11.2 Minimise the amount of waste that is sent to landfill</p>	<p>A Monmouthshire Litter Strategy has been developed and was presented to select committee in November. The ambition is to make littering unacceptable behaviour and to seek new and innovative ways to reduce littering and to clear it promptly where it turns up.</p> <p>New waste and recycling collection services started in Monmouthshire in March to improve segregation of recycling materials (to reflect market demand for better quality) and thereby to better manage costs. These changes represent one of the biggest operational changes that Monmouthshire has undertaken for waste collections, with the introduction of a separate glass collection service, changes in collection times and new waste collection vehicles. Monmouthshire collects from approximately 44,000 households, which used to equate to 102,000 collections per week. From March collections have been reduced to 80,000 per week. New collection times were promoted via a leaflet, and the website has been updated to highlight new collection times. Some residents have been affected by missed collections. Crews worked well past their normal</p>

working time to rectify problems. Monmouthshire’s contact centre and hubs were extremely busy with enquiries on the recycling changes and garden waste permit renewals.

Audited data from Welsh Government for 2018/19 shows the percentage of materials recycled has dropped for a second year to 63.37%, which is below the 64% required by Welsh Government. It should be highlighted that, if imposed, Welsh Government may fine authorities £200 per tonne that has not been recycled below 64% in 2018/19. Should Welsh Government apply such fines, this could equate to a fine of around £55,000.


There are numerous factors that can affect performance year on year. For example, the council’s recycling figures are influenced by green (garden waste) recycling and in 2018/19, there has been a reduction in tonnage of garden waste collected and recycled.

The larger changes relate to the volume of waste/recycling generated overall year on year. There has been a decrease of overall waste/recycling collected from 48,884 tonnes in 2016/17 to 47,781 tonnes in 2018/19. The reduction in itself could be seen as a welcome development as people are generating less waste overall. However, of concern is the marked reduction in dry recycling being collected. In 2016/17, 22,017 tonnes were collected; this dropped to 19,139 tonnes in 2018/19. In approximate terms, there has also been a corresponding increase in the level of residual waste.


Welsh Government dataflow regulations have also adjusted how much wood waste may be counted as recycling. In 2016/17, 100% of wood waste could be considered as recycling but by 2018/19, this has been reduced to 30%. For 2018/19, it means that only 640 of 1750 tonnes of wood waste may be considered as recycling, again impacting upon recycling performance.


The indications so far for the current year (2019/20) is that the performance remains poor and further resource will need to be allocated to campaigns to improve recycling performance and avoid the risk of financial penalties.

		<p>11.3 Deliver Green Infrastructure Policy</p>	<p>Green Infrastructure (GI) Management Plans have been prepared for a number of countryside sites; and will be extended across the remaining sites. A GI Capital grant from Welsh Government has enabled GI corridor improvements in Caldicot. A draft GI Strategy and action plan has been prepared and will now be subject to further consultation and scrutiny prior to seeking formal approval.</p> <p>A Lower Wye Catchments Natural Flood Management and GI pilot project with the Wye Valley AONB and Natural Resources Wales (NRW) is addressing natural flood management, access, and GI issues, including working with landowners in the Lower Wye Valley.</p> <p>The Council is leading on a 3-year collaborative project with the five Gwent local authorities and NRW, called the Gwent Green Grid Partnership. The project aims to deliver a consistent approach to GI management across Gwent and to produce a collaborative framework for co-productive development and delivery of the SE Wales Area Statement. The Council is also a partner in the linked Resilient Greater Gwent partnership to support biodiversity and resilient ecological networks. Both programmes are supported by Welsh Government’s Enabling Natural Resources and Well-Being (ENRaW) grant.</p>
		<p>11.4 Secure and deliver funds for projects including Living Levels, Agri-urban and Air Quality</p>	<p>Following approval of a National Lottery Heritage Fund grant of £2.54M in December 2017, the Living Levels Landscape Partnership scheme has completed its first year of delivery. The first year has seen engagement with new audiences, support for events and learning, and the implementation of natural heritage restoration projects. Initial evaluation indicates more awareness and knowledge about the Gwent Levels amongst landowners and the people taking part in the Scheme’s activities, including more knowledge about where the Gwent Levels are and about what is there.</p> <p>We have continued to progress the Clydach Ironworks site improvement scheme; although there have been delays, land acquisition is now completed and delivery of the scheme is planned for later in 2019.</p>

			<p>Although no new active travel routes have been implemented, there have been some improvements to active travel routes through small interventions. Based upon the Active Travel plans, a bid for funding was submitted to Welsh Government to improve infrastructure to encourage walking and cycling, which was successful.</p>
		<p>11.5 Install real time air quality monitoring equipment in four schools</p>	<p>During summer 2018, real time air quality monitoring sensors were installed in Chepstow Comprehensive and Usk Primary schools. The sensors continuously monitor nitrogen dioxide, sulphur dioxide, carbon monoxide, ozone, air temperature, humidity, and pressure. The schools have access to the data via a website and a number of educational packages. It is hoped that using the data as an educational resource will help raise awareness with pupils and parents regarding the importance of improving air quality. There are two further sensors available to be installed at Monmouth and Caldicot 21st century schools.</p>
<p>12) THE COUNCIL PRODUCES 'GREEN AND CLEAN' ENERGY</p> 	<p>Taking steps</p>	<p>12.1 Develop local renewable energy schemes including a 2nd solar farm</p>	<p>The Council is working in collaboration with a number of partners to model the feasibility of alternative methods of providing heat and energy into existing homes in Caldicot. The project is modelling demand, generation and supply options and barriers to implementation. The project will be completed at the end of June and will be bidding for additional funds to develop the concept later this summer.</p>
		<p>12.2 Reduce the carbon footprint of Council operations</p>	<p>The Council is in the process of finalising a specification for the RE:FIT programme for mechanical and electrical infrastructure, and it is anticipated that the preferred supplier(s) will be appointed by the end of the financial year. The scheme seeks to take advantage of Salix and Council funding to generate savings to offset the implementation costs of new efficient technologies designed to reduce our carbon footprint and reduce revenue costs.</p> <p>The capacity of renewable energy in the council driven by the Council has slightly increased in 2018/19 to 6240 kw. There has been ongoing improvements to energy efficiency, particularly through property maintenance and street lighting improvements. In 2018/19 there has been a 9.9% reduction</p>

			<p>in council carbon dioxide emissions, when adjusted for weather factors the percentage reduction was 2.1%. In 2018/19 Council owned renewable energy installations generated the equivalent of 19.3% of the energy the Council uses.</p> <p>We have been working with the community to understand more about climate change and how we, as a council, need to be taking action. As part of this work, we discussed what declaring a climate emergency would mean for the council and ran a member’s seminar to help members understand the issues relating to this, with a view to deciding what happens next. A motion on a climate emergency was carried at a Council meeting in May 2019.</p> <p>The recycling of road planings has reduced material costs and carbon footprint. Approximately 20/30 tonnes per week is being recycled and incorporated within the road network.</p>
		12.3 Trial and test hydrogen vehicles through partnerships with organisations such as Riversimple	<p>With the support of the Council, Riversimple are preparing to run a 12 month trial of 20 Riversimple Rasa hydrogen fuel cell cars in Monmouthshire. The hydrogen refueling station has been installed in Abergavenny in preparation for receipt of the vehicles.</p>
		12.4 Install battery charge points for electric vehicles in all towns	<p>Funded through the Rural Development Plan, a 12 month pilot has been underway to install electric vehicle charging points in The Vale of Usk area. The project started in Autumn 2017. Twenty charge points were installed and monitored over a twelve month period, and the final results were published in early 2019. Most venues have opted to retain their chargers for customers to use.</p> <p>The Council, along with the other four Gwent local authorities, has carried out a feasibility study on the need for more electric vehicle charging points across the county. The council asked the views of local residents on the need for such a service, and also locations where they could be placed. Findings from the feasibility study will help the council plan future provision for the county.</p>
13. THE COUNCIL KEEPS ROADS AND AREAS	Taking steps	13.1 Work with speed safety professionals,	<p>The Monmouthshire Road Safety Strategy (RSS) has been developed. The RSS sets out a coherent and coordinated plan of action to make Monmouthshire’s</p>

<p>SAFE <i>Amended from 'rural roads' following a request from Council</i></p> 		<p>schools and others to develop technical and 'nudge' policies aimed at speed reduction</p>	<p>highways network safer for all users using a holistic approach based upon education, enforcement, engineering and communication. It has been developed in conjunction with the Welsh Governments Road Safety Framework for Wales. The RSS sets out what we intend to do to create safer streets for all road users over the next five years. It is important the residents of Monmouthshire and the organisations involved in road safety work together to achieve the targets set out in this Strategy.</p>
		<p>13.2 Support for Community Speed Watch and community-led speed safety initiatives</p>	<p>Whilst no formal speed safety initiatives were provided in rural communities within the 18/19 financial year, the Authority continued to monitor vehicle speeds following receipt of concerns from local residents, councillors and community and town councils to ensure the effective and safe flow of traffic on its highway network. Concerns were also forwarded through to partners such as Gwent Police and Go Safe to consider undertaking enforcement for those minority of motorists choosing to drive inappropriately and/or dangerously along the road(s).</p> <p>Notwithstanding this, the Authority will shortly be consulting upon a number of speed limit changes within rural communities as part of our next traffic regulation order, which is hoped will be fully supported by those residents living within the villages.</p>
<p>14. THE COUNCIL ENHANCES LOCAL HERITAGE THROUGH COMMUNITY OWNERSHIP AND DEVELOPMENT OF ARTS AND CULTURAL SERVICES.</p>	<p>Progressing well</p>	<p>14.1 Implement Museums' Review</p>	<p>A service review has commenced to consider the management of the overall museum collection and the day-to-day operation and opening of the museum sites to the public. The review will identify options and make recommendations to Members for future delivery to ensure that these services remain sustainable for the longer term.</p>
		<p>14.2 Submit Heritage Lottery Fund bids to enhance facilities in towns</p>	<p>We have recently resubmitted an application to the National Heritage Lottery Fund to support a MonLife Heritage Strategy and the main stage of the Museum Collections Rationalisation Project. The proposal embraces the fourteen historic/heritage sites, the museum collections and wider heritage assets across the countryside, scheduled ancient monuments and sites of nature conservation importance.</p>

		<p>We are seeking support to establish a robust and evidence-based Heritage Strategy to sustain, manage and develop these assets. The recommendations made in the strategy can feed into more significant heritage fund applications; the outcome of the bid will be known in September.</p>
	<p>14.3 Enable community-led arts and heritage presence in each of our five towns</p>	<p>The Wye Valley AONB has prepared a business plan to cover the period 2019-2024 and the next three Wye Valley River Festivals planned to take place in 2020, 2022 and 2024. The strategic aims for this period focus on creating a quality product that moves towards a sustainable future with a separate identity.</p> <p>Abergavenny’s Borough Theatre has secured an Arts Council grant that will fund improvements to the structure of the building, making it a suitable setting for international performers, local community groups and school celebrations. The Council, as owners of the theatre, will also provide match-funding for the project, which is expected to cost approx. £300,000. Among the enhanced features will be new seating, improved access and lighting, and a makeover for the foyer area and toilets. Furthermore, the newly formed Events Team is tasked with providing strategic advice and support in order to enhance the service provided by the theatre.</p>
	<p>14.4 Protection and enhance our built heritage</p>	<p>In September 2018, the Cardiff Capital Region (CCR) Regional Strategic Plan for Regeneration (2018-2021) was approved, which will facilitate delivery of the Welsh Government’s Targeted Regeneration Investment Programme 2018-21. The plan includes specific regeneration proposals for South East Severnside, totaling circa £10M.</p> <p>In November, the Caldicot Cross Destination Space, the co-working/enterprise space with the Caldicot Community Hub, and the Urban Centre Property Enhancement fund proposals were approved by cabinet, and form part of Monmouthshire’s South East Severnside proposals contained within the CCR Regeneration Plan. Works for the Enterprise Hub will start in August and the Cross Destination Space works will commence in September.</p>

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals						
Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓		✓	✓	✓

Monmouthshire is a beautiful place, with a stunning natural and built environment. We have a collective responsibility to ensure this is available for future generations to enjoy so our plans must be focused on the long-term and look to prevent problems from occurring in years to come. Involvement is required with partners and communities to maximise the potential of the environment within the county. Working in collaboration with organisations who can enhance our environment will provide expertise in all aspects of our work, for example this will allow us to trial the latest technologies in renewable energies and hydrogen. Creating a prosperous, healthy and resilient area for people to enjoy demands the integration of this objective as the environment within Monmouthshire forms such an important part of achieving a range of goals.

Measures of progress

Measure	Previous	Current	Target	Comment
Ecological footprint of Monmouthshire residents (global hectares) ⁹	3.42	Not available	Decrease	Previous is 2011 data. Indicator is part of national indicators for the well-being of Future Generations Act.
Percentage reduction of Council carbon dioxide emissions	8.4%	9.9%	3% reduction per year	This relates to carbon emissions from stationary sources, for example buildings and street lighting. Weather conditions can influence this indicator. When adjusted for weather factors the percentage reduction was 2.1%.
Percentage of waste recycled	65.77%	63.37%	66%	Current is 2018/19 data. The Monmouthshire County Council target for 2018/19 was 66%, the Welsh Government requirement was 64%.
Capacity of renewable energy in the county driven by the Council	6152 kW	6240 kW	6215 kW	

Average number of days taken to clear fly-tipping incidents	Not available	4.82	Baseline	New indicator, replacing the 'the percentage cleared within 5 working days' indicator.
Percentage of streets that are clean	97.7%	97.2%	97.5%	
Total amount of Rural Development Plan funds committed to projects in Monmouthshire	£250,378	£194,702	£1,674,000 Dec 2021	Total expenditure to date: £852,797
Number of rural communities in which speed safety initiatives are supported	Not available	0	Baseline	Recording commenced in 2018/19 reporting year.
Number of new active travel routes ¹⁰	Not applicable	0	1	In 2018/19, the target was to implement one scheme and develop a further 10 schemes.
Levels of nitrogen dioxide (NO ₂) pollution in the air ¹¹	11	8	Decrease	Current is data from 2017


Goal D:

Monmouthshire County Council Goal: D. Lifelong well-being


Why we are focusing on this	Summary of progress in 2018/19
<p>Developing well-being and adopting community-focused approaches is about changing practice and lives. We will continue to commit to the personalisation of care and true collaboration with people who have care and support needs and carers.</p> <p>Making deep relationships the norm is challenging – but it is the right thing to do and developing really effective partnerships and supporting individual family and community resilience is key to this. Creating good social support systems relies on more than just the economic and wealth creation aspects of our work. We will work to create prosperity for all and this means taking into account economic and social wellbeing.</p> <p>We will cultivate social capital and promote access to opportunity and in so doing, will work towards better physical and mental health and social care outcomes. Our approach will take a strengths based approach to encouraging independence, self-care, support, learning, and engagement.</p>	<p>Progress evaluation: Level 4 – Good</p> <p>The Care at Home service is being completely remodeled; instead of concentrating on completing tasks in short time periods, home carers focus on relationship-based care working more flexibly with people based on what matters to them.</p> <p>The place based approach continues to be developed where advice and assistance is being delivered in people’s communities through a range of providers to support people’s well-being within their communities.</p> <p>A Social Justice Strategy has been developed and demonstrates the Council’s commitment to address inequalities and improve outcomes for the county’s people and communities.</p> <p>As part of this strategy, a draft “Connected Monmouthshire” plan has been developed with partner agencies.</p> <p>A new volunteering policy position has been approved. Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county.</p> <p>Following extensive investigative work and thorough consideration of the business case, Council decided not to progress with externalising Tourism, Culture, Leisure and Youth Services, but to retain services in-house with a commitment to a fundamental programme of renewal and transformation.</p> <p>The Monmouthshire Games continue to take place in each of the county’s four leisure centres during school holidays for children aged 5 to 12. As well as physical exercise, among the benefits offered are an appreciation of teamwork, healthy</p>

eating and the impact of role models. Monmouthshire’s National Exercise Referral Scheme has recently celebrated its tenth birthday. Since its beginning, it has helped over 10,000 people in the county. In 2018/19, 54% (464 participants) completed 16 weeks of the programme.

Detailed Progress update

Commitment to action	Progress rating 18/19	What we said we would do	Progress in 2018/19
<p>15) THE COUNCIL ENABLES CONNECTED AND CARING COMMUNITIES SUPPORTING PEOPLE TO LIVE INDEPENDENTLY</p> 	<p>Progressing Well</p>	<p>15.1 Maximise the opportunities for all people to live the lives they want to live and the positive outcomes they identify.</p>	<p>The overall focus in Adult Social Services remains transforming practice through placing relationships at the heart.</p> <p>Adult social services have a well-established programme looking at transformational approaches to the delivery of care at home. The Council’s Care at Home service is being completely remodelled where, instead of concentrating on completing tasks in short time periods, home carers focus on relationship-based care working more flexibly with people based on what matters to them. By focusing on supporting people this way, we are seeing improvements in personal outcomes and well-being. The model has considered responsibilities under the Social Services and Well-being Act, Future Generations Act and the Regulation and Inspection of Social Care (Wales) Act.</p> <p>The model has also developed an approach that changes the relationship between commissioners and service providers, working towards a shared aspiration of better outcomes for individuals which continues to be advanced.</p> <p>Reablement provides intensive short-term interventions aiming to restore people to independence following a crisis. At the end of the six-week reablement period, the goal is for people to be independent and not necessarily need long-term services in the immediate future. 74.32% of all people who received reablement had no package of care and support six months later.</p> <p>Measurement of personal outcomes is being embedded within teams as a means of understanding whether we are able to support people to achieve the things that</p>

			<p>matter most to them. The quality and progress of recording personal outcomes is being monitored so that this could develop into a more robust measure of progress in future.</p>
		<p>15.2 Co-produce our approaches to well-being, care and support</p>	<p>Monmouthshire is developing a place based approach where advice and assistance will be delivered through a range of providers to support people’s well-being within their communities. This is a way of working that builds a network of community support by bringing a range of agencies together with a shared purpose of supporting people's wellbeing. We are able to share skills, expertise and time, and increase the opportunities for people to access support in the community without coming into formal social services.</p> <p>The Most Significant Change methodology has been used to evaluate the community based work. This places the importance of stories from people directly as the most important evidence of change, and helps capture the impact the approaches developed are having.</p> <p>In August 2018, Monmouthshire launched its new health and social care service for the Usk and Raglan area. This is the newest addition to the integrated hub development across Monmouthshire. The integrated health and social care hubs are the cornerstone of place based delivery. This new hub delivers services offered by our social care team and the Aneurin Bevan University Health Board. Among those operating from the centre are social workers, community nurses, occupational therapists, physiotherapists and community well-being officers. The centre is bringing services closer to communities in the Usk and Raglan area.</p>
		<p>15.3 Develop opportunities for people to be involved in their local communities reducing isolation and loneliness</p>	<p>As part of the social justice strategy, a draft “Connected Monmouthshire” plan has been developed with partner agencies. Views have been sought on what people think is important and what should be done to help tackle loneliness and social isolation, and where we have potential gaps in provision. Existing provision on issues related to loneliness and isolation is being mapped. Further work is being undertaken to develop a greater understanding of loneliness and isolation across the life course in Monmouthshire.</p>

		<p>15.4 Improve opportunities for people with care and support to actively contribute through employment and volunteering</p>	<p>‘My Day, My Life’ is a person-centred approach to support for people with learning disabilities. In the last year, this approach has been expanded through ‘My Mates’, wider networks and personal relationships. ‘My day, My Life’ continues to support people to live their lives in a way that matters to them and for them to access community opportunities as an alternative to paid services.</p> <p>The ‘My Mates’ project helps people with disabilities form confident friendships and live "with passion and purpose". It enables members to take part in a range of social events, and to receive advice and information by the My Mates Coordinators in a safe and supportive environment. Due to its success, the project has expanded to include people from across Gwent and now has 206 members.</p>
<p>16) THE COUNCIL DELIVERS ON SOCIAL JUSTICE, BETTER PROSPERITY AND REDUCING INEQUALITY</p> 	<p>Taking steps</p>	<p>16.1 Reduce child poverty and social isolation and improve economic inclusion</p>	<p>A Social Justice Strategy has been developed and demonstrates the Council’s commitment to address inequalities and improve outcomes for the county’s people and communities. It establishes the Council’s purpose, intentions and activities for the next four years. This includes programs of work related to overcoming inequalities in access to economic prosperity, giving children the best start in life and overcoming barriers to attainment and opportunity and to tackle the scourge of loneliness and isolation.</p>
		<p>16.2 Promote equality and diversity and ensure opportunities are genuinely available to all</p>	<p>We have an established Strategic Equality Plan (SEP), which has equality objectives and an accompanying action plan; a requirement under the Equality Act 2010. Annual monitoring reports provide updates on progress on the action plans and evidences good practice being carried out across the council departments. The annual report for 2017 and 2018 for the second SEP 2016-2020 has been scrutinised by Strong Communities Select Committee.</p> <p>The Council’s new Strategic Equality Plan (3) is being developed and will align to the evidence gathered in the Well-being Assessment as a requirement of the Wellbeing of Future Generations Act. It will also align to the council’s Social Justice Strategy and the key elements of the Equality and Human Rights Commission’s, ‘Is Wales Fairer’ report for 2018, which are relevant to Monmouthshire.</p>

			<p>The Monmouthshire Inclusion Group has been re-established as a task and finish group with varied membership, and will deal with issues as directed by the Social Inclusion Officer Network.</p>
		<p>16.3 Advance social justice and well-being through Asset Based Community Development</p>	<p>The social justice strategy sets out to develop an Asset Based Community Development approach with communities and partner organisations to keep the community at the heart of what we do. The methodology for this is to take a ‘place based approach’, working with communities to identify their own strengths and areas for development and well-being.</p> <p>The community and Partnership Development Team have undertaken a county-wide road-show called ‘Big Ideas’, engaging with members of the public and the wider community about the things that matter to them. Taking an asset-based approach, people were asked ‘if three other people were willing to help, what would you like to do to make your community even better?’ The response to this has been extremely positive, with community members coming forward with ideas and projects that they felt passionately enough about that they would be willing to get involved and help to develop further.</p> <p>This piece of work has been recognised by the PSB who are keen to capitalise on this by growing and supporting active citizenship throughout the county. The ‘Big ideas’ captured through this engagement may only be ‘seed’ ideas, but with Council and PSB partners ability to support, unlock and enable communities to take action on the things that matter to them, they could become key to how we grow a resilient and resourceful county for years to come.</p>

17) THE COUNCIL ENABLES BETTER LOCAL SERVICES THROUGH SUPPORTING VOLUNTEERS AND SOCIAL ACTION



Taking steps

17.1 Ensure meaningful community engagement to understand the assets and priorities in each locality

The Community and Partnerships Development Team have worked to develop stronger community networks of volunteers, active citizens and third sector groups who are passionate about their community and who recognise the difference they can make.

A countywide road show called 'Big Ideas' has been undertaken, engaging with members of the public and the wider community about the things that matter to them. Engagement continues through a variety of the Council's online platforms, face to face and at events. An example of this was the Council pavilion at Usk Show, where visitors were invited to provide honest and open feedback about how the Council currently interacts with residents.


17.2 Approve volunteering policy and support the Community Volunteering Academy

A new volunteering policy position has been approved. Monmouthshire, A County That Serves (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. A Volunteering Toolkit and Network are in place and we deliver leading volunteering training to staff that support volunteers. The volunteering programme has been successfully delivered over 2018-19 with 1050 volunteers currently on the volunteer database. A celebration event was held in the summer at Shire Hall to recognise the commitment and achievements of our volunteers.

A Digital Volunteer Management System, the Volunteer.Monmouthshire system, has been implemented for volunteer recruitment, communication, capturing outcomes and publicity of opportunities. There is ongoing work to embed the use of the system in the Council's functions.

Service area champions have also been introduced to ensure that all current and new volunteers are recruited through the appropriate channels. In June 2019, the first Volunteering Conference was held to put volunteering at the forefront of council planning for the future.

Funded through the Rural Development Plan, the 'Be.Community Programme' (formerly the Community Leadership Academy) is designed to increase the participation and quality of community leadership. Three community networks

			<p>events have been held in the towns of Abergavenny, Monmouth and Chepstow, with over 130 stalls held by volunteer organisations and approximately 600 people footfall across the three events. This provided an opportunity to give recognition to those who are playing an active and vital role in our communities, and an opportunity to explore ways in which we can work alongside them.</p>
<p>18) THE COUNCIL BOOSTS LEISURE, RECREATION AND WELLBEING</p> 	<p>Taking steps</p>	<p>17.3 Extend the reach of Monmouthshire Made Open as a technology-enabled tool for promoting civic action</p>	<p>Work has been undertaken with community groups to understand how we can best utilise the Made Open platform. The partnership approach is being updated. Discussions on the future of the platform and its potential benefits and uses are underway.</p>
		<p>18.1 Deliver a new pool and leisure facilities in Monmouth</p>	<p>Monmouth Leisure Centre was fully reopened in February 2019. The £7.4m project includes a range of facilities to support well-being and a brand new, state of the art five lane 25 metre swimming pool, 50 station fitness suite, dedicated spinning and exercise class studio, beauty treatment rooms and a health spa.</p>
		<p>18.2 Complete a business case on transfer of services to an Alternative Delivery Model</p>	<p>Following extensive investigative work and thorough consideration of the business case, Council decided not to progress with externalising Tourism, Culture, Leisure and Youth Services, but to retain services in-house with a commitment to a fundamental programme of renewal and transformation.</p>
<p>18.3 Use section 106 funding strategically to develop local projects that maximise well-being</p>	<p>The Council has established a Section 106 (S106) Working Group that has been operating for over 10 years. Its main purpose is to monitor the Section 106 agreement process from first stages to the spending of the monies raised.</p> <p>Proposals for changes to processes for negotiating Section 106 planning obligations and their subsequent implementation and monitoring have been scrutinised and implemented.</p> <p>S106 requests are put forward at pre-application advice stage and reviewed and confirmed at the application stage. Detailed S106 requests are reported to and agreed by Planning Committee as part of the decision-making process on proposed development.</p>		

			<p>The S106 requests are informed by evidence and community input. A successful trial has been run over the last 12 months to coordinate green infrastructure, playspace, adult recreation and community facilities to ensure a more strategic use of S106 monies.</p> <p>All town and community councils have been asked to identify their local priorities to help inform S106 decisions. This will be refreshed in September/October 2019 to seek a full set of responses from all town and community councils. A project is under way to collate and clearly display what S106 money has been spent and where, to better inform members, communities and stakeholders what infrastructure had been provided as a result of new development.</p>
		<p>18.4 Improve well-being through Exercise Referral Scheme, Monmouthshire Games and Dragon Sports</p>	<p>The Monmouthshire Games continue to take place in each of the county's four leisure centres during school holidays for children aged 5 to 12. As well as physical exercise, among the benefits offered are an appreciation of teamwork, healthy eating and the impact of role models. There were 4,199 attendances in 2018/19. Last summer was the busiest ever with 3,021 attendances registered.</p> <p>Monmouthshire's National Exercise Referral Scheme has recently celebrated its tenth birthday; since its beginning, it has helped over 10,000 people in the county. The scheme works with people aged 17 years and over who have, or are at risk of developing, a chronic disease, and takes place in Monmouthshire's four leisure centres.</p> <p>1295 residents applied to access the National Exercise Referral Scheme in 2018/19. 852 participants went on to complete their first session in 2018/19, an increase from the 654 participants in 2017/18. 54% (464 participants) completed 16 weeks of the programme; this is a decrease from the rate of 74% (482 participants) in 2017/18.</p> <p>£52,800 was invested into community sport provision via community chest grants during 2018/19. The innovative approach to supporting projects has enabled the largest investment in recent years and helps ensure residents in Monmouthshire benefit from this opportunity.</p>

Well-being of Future Generations Act impact

Contribution of Council goal to Future Generations Act Well-being Goals

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓	✓		✓		

Adopting community-focused approaches promotes collaboration which in turn will support well-being. By working with communities, we hope to prevent problems from occurring. Opportunities are plentiful in our county so it is vital that everyone is able to be involved to maximise benefits to well-being. This should have a long-term benefit to individuals and communities. Our actions will have an integrated benefit for many aspects of the act, promoting a prosperous Wales, a more resilient and a healthier Wales. They will promote a Wales of cohesive communities and overall, help to create a more equal Wales. There is also strong integration with our responsibilities under the Social Services & Well-being Act.



Measures of progress


Measure	Previous	Current	Target	Comment
Percentage of people participating in sport 3 or more times a week ¹²	38%	38%	Increase	
Percentage of people participating in the exercise referral scheme still active after 16 weeks	74%	54%	75%	
Percentage of people living independently at home 6 months after reablement	71.3%	74.3%	70%	
Mean mental well-being score for people ¹³		Not available		Data not yet available. Well-being of Future Generations Act indicator.
Percentage of people who volunteer ¹⁴	36%	Not available	Increase	Previous is 2016/17 data. 2018/19 data not available. Well-being of Future Generations Act indicator.
Percentage of people agreeing that they belong to the area ¹⁵	72%	77%	Increase	Previous is 2016/17 data. Current is 2018/19 data. Well-being of Future Generations Act indicator.

Goal E:

Monmouthshire County Council Goal: E. Future-focused Council	
Why we are focusing on this	Summary – Progress in 2018/19
<p>Our operating environment is a changing and challenging one. Demographic shifts, increasing demand, Brexit and fiscal uncertainty all require an understanding that ‘business as usual’ is no more. We will continue to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities. This outward facing approach will mean reducing the reliance on traditional public services and having more genuinely collaborative local relationships. Digital will feature strongly in this, allowing ‘fit for future’ service models and enabling the sharing of approaches and resources to addressing crosscutting problems.</p> <p>Our goal is to continue to build an engaged, responsive and adaptive Council, able to provide effective leadership, in collaboration with other local partners. We will develop and sustain a dynamic, healthy and rewarding work environment that attracts and retains top talent and enables them to perform at their best.</p> <p>Good governance will be at the heart of what we do and we will ensure the right information gets to the right people to inform decision-making. We will integrate a service focus into all dealings with customers and ensure they are well informed and engaged in decision-making. We understand the best public servants see themselves as not working for the Council – but for the county.</p>	<p>Progress evaluation: Level 3 – Adequate</p> <p>The launch of ‘Monty’ the Council’s Chatbot, in January, has allowed people to find out information to common queries without having to wait for opening hours or staff availability. Progress is being monitored and Monty is growing in knowledge based on the ranging questions being posed.</p> <p>There has been a focus on workforce planning; alongside this, much activity has taken place to ensure the health and well-being of the staff is maintained. Sickness levels have increased and further work on attendance management is required.</p> <p>A new Digital strategy has been produced and is based on seven key themes that together, aim to improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation.</p> <p>There has been extensive work on the Council’s Medium Term Financial Planning, including links to the commitments made in the Corporate Plan. A draft Financial Strategy has been developed, which looks at the council’s finances in the longer term.</p> <p>In order to develop our approach to income generation via investment, a Commercial Strategy has been developed; two commercial investments have been purchased.</p>

Detailed Progress update

Commitment to action	Progress rating	What we said we would do	Progress in 2018/19
<p data-bbox="203 309 510 624"> 19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS </p>  	<p data-bbox="539 309 741 336">Progressing well</p>	<p data-bbox="779 309 1084 804"> 19.1 Develop new business model for Community Hubs and Customer Care to increase access and provide a greater choice of channels for customers to engage with us (online, via the My Monmouthshire app, over the phone or face-to-face) </p>	<p data-bbox="1111 309 2029 624"> The Council's Chatbot, Monty, was launched in January 2019 following a trial during autumn 2018. The number of queries raised with the bot rose each month peaking at 9,441 in March. At launch, 50% of queries on the Chatbot required manual intervention by an agent. By March 2019, that had fallen to 10%. Alongside the My Monmouthshire app, this is giving people greater channel choice. The long term aspiration is for a reduction in call volumes, although changes to waste collection have resulted in a significant increase in telephone callers despite the presence of the newer channels. Overall new channels are resulting in an overall increase in customer queries. </p> <p data-bbox="1111 667 2029 1018"> Council agreed to proceed with the Abergavenny Town Hall refurbishment proposals to enable the facilitation of a community hub bringing together the library and one-stop-shop services with completion scheduled for November 2019. The Police have located their front desk into the site alongside council staff and will also maintain a presence in the refurbished building. Meanwhile 2018-19 saw a successful application to open a Post Office in Usk Hub and the decision to use prudential borrowing to refurbish Caldicot hub and create a co-working space for local businesses showing the ability of the hub model to evolve to maintain and provide the local services valued by communities. </p> <p data-bbox="1111 1061 1984 1129"> New Customer service standards have been created and launched during customer week aligned with the work of the Evolve programme. </p>
		<p data-bbox="779 1139 1066 1347"> 19.2 Increase the publication and use of open data to increase accountability and enable others to </p>	<p data-bbox="1111 1139 2029 1347"> We are looking at how we can develop our open data offer, to build on existing information that is already published on our website such as Council spend data. Work to develop our approach to open data and refresh our webpage has been progressed and will inform future developments to increase the amount of open data published on areas that are identified as being of most benefit. </p>

		develop apps that have a civic benefit	
		19.3 Introduce Digital Service Standard	A new Digital strategy has been produced and is based on seven key themes that together, aim to improve the digital maturity of the organisation and realise significant business efficiencies and economies through digitisation. The Digital Programme Office continues to support the development of customer facing digital apps and processes; the continued development of the My Monmouthshire App is one example of this work.
20. COUNCIL OPENS UP DEMOCRATIC ENGAGEMENT & COLLECTIVE DECISION-MAKING 	Taking steps	20.1 Re-shape our governance arrangements including more detailed options appraisals	The Democratic Services Committee has overseen changes to report writing, including options appraisals and evaluations, which are now part of the standard report template. A process to evaluate the impact of previous recommendations has been agreed but is yet to be fully tested.
		20.2 Identify ways to get more people involved in local democracy and scrutiny to enhance local decision-making	<p>The Democratic Services Committee has begun to explore how it can broaden its role by improving public involvement in local democracy, creating opportunities to engage with the authority in new ways and identify criteria to prioritise issues for public engagement.</p> <p>County Councillors visited schools across the county during Local Democracy Week in October and aimed to inspire children to have their voices heard. Pupils participated in a variety of interactive games and activities to find out about what makes a good Councillor, raising awareness of their roles and responsibilities and sharing the importance of having a say on things in their community that will affect them.</p> <p>Monmouthshire’s youth forum, Engage2Change, continues to develop engagement and participation throughout the county and encourage active citizenship, ensuring that young people are involved in making decisions that affect their lives.</p>
		20.3 Develop remote access and attendance at	The Council’s constitution has been amended to enable remote attendance at meetings. This was piloted at Cabinet and was also used for the first time at council, with the deputy leader attending and voting remotely. Longer


		meetings to maximise participation	term, this should make attendance easier for those balancing the role of Councillor with careers and families.
		20.4 Revise all enabling strategies and plans – People, Digital and Customers, Assets and Economy and Enterprise	Following approval of the Corporate Plan, the Council’s enabling strategies have been revised and approved by Cabinet to ensure they are aligned and contribute to the objectives it sets. These include the Digital Strategy, People Strategy and Asset Management Strategy. Preparations are being made to revise and update the Monmouthshire Business Growth & Enterprise Strategy/Inward Investment Strategy. To ensure effective delivery of the corporate plan the role and purpose of service business planning has been reviewed and a revised process established.
		20.5 Review and consolidate working groups and arrangements	The mapping of working groups began in 2018-19 but has been paused due to other commitments.
		20.6 Revise performance and improvement plans and replace with ‘real-time’ data dashboards	<p>The technology is being tested to enable the creation of data dashboards, which will make use of automated open data feeds, where possible, and other internal and external data sources. The development of pilot dashboards has begun, including work through Monmouthshire Public service Board exploring displaying selected data items that were used in the well-being assessment. The learning from these pilots will be used to inform the future direction.</p> <p>The revised service business planning process completed its first year, in 2018/19, benefiting from closer alignment to the Corporate Plan, better positioning alongside the risk and audit programmes, and contributing to the medium term financial planning process. Work continues in order to further improve this process and make sure all service areas plans are complete and of suitable quality.</p>
21 THE COUNCIL DELIVERS A SUSTAINABLE AND RESILIENT	Taking steps	21.1 Deliver the Future Monmouthshire programme	The Future Monmouthshire programme is about ensuring the council remains relevant and viable for the next generation, while continuing to meet the day-to-day needs of residents, visitors and businesses. Future Monmouthshire and its interventions are built around core design principles

**ORGANISATION
AND RELEVANT,
VIABLE AND
VALUED PUBLIC
SERVICES**



			<p>to support business transformation. A programme of work is underway in key areas, such as Procurement, Food, Assistive Technology, Training, Operations and Support Services.</p> <p>Positive outcomes have been achieved following interventions in 2018/19 such as completion of the Phase 1 of the Council GovTech challenge, funded by the Cabinet Office, on loneliness and limited rural transport in our communities, and a range of transformation opportunities incorporated within the 2019/20 Medium Term Financial Plan.</p>
		<p>21.2 Complete the move from task and time approach in social care to relationship-based care at home</p>	<p>Adult social services have a well-established programme looking at transformational approaches to the delivery of care at home. The Council’s Care at Home service is being completely remodelled where; instead of concentrating on completing tasks in short time periods, home carers focus on relationship based care working more flexibly with people based on what matters to them. By focusing on supporting people this way, we are seeing improvements in personal outcomes and well-being. The model has considered responsibilities under the Social Services and Well-being Act, Future Generations Act and the Regulation and Inspection of Social Care (Wales) Act. The model has also developed an approach that changes the relationship between commissioners and service providers; working towards a shared aspiration of better outcomes for individuals which continues to be advanced.</p>
		<p>21.3 Explore and embed new ways of working – Artificial Intelligence, automation and collaborative technology</p>	<p>Digital assessments are being conducted throughout the organisation, although the current focus is on delivering digitisation for the service areas that have completed assessments. These assessments have been placed in order of priority, which has resulted in end-to-end automation in some front line services e.g. highways & waste, as well as enabled the implementation of Monty the chat bot.</p> <p>‘Monty’, the digital Chatbot, was launched on 25th January 2019 and has been designed to tackle the top 10 areas of enquiry on our website. During February and March, 14,000 users accessed Monty to answer their questions. As a council, we have already launched our</p>

			<p>successful <i>My Monmouthshire</i> app and the Chatbot will complement our contact centre, community hubs, social media channels and website as another way for people to engage with their local council.</p>
		<p>21.4 Develop a commercial strategy and approach</p>	<p>As part of the delivery of the Corporate Plan, a Commercial Strategy has been developed. The strategy seeks to enhance income generation, develop an approach to commercialising assets and create a commercial culture and ethos. The strategy has a short-, medium- and long-term view and aims to provide a framework, with defined objectives, for new commercial projects and for the delivery of future commercial activity. The Council has acquired two commercial investments.</p>
		<p>21.5 Deliver a sustainable and viable Medium Term Financial Plan</p>	<p>Following the approval of the Corporate Plan, a financial strategy is being developed. Once finalised, this will apply a strategic lens to the council's finances in the medium to long term, and align to the delivery of the Corporate Plan to ensure its aspirations are sustainable. A draft was presented to Cabinet in November 2018. Alongside this, all service areas were asked to bring forward budget proposals for 2019/20, whilst simultaneously looking ahead and ensuring wherever possible, proposals support the medium term direction of travel.</p> <p>Following public consultation and revised saving and pressure proposals, a balanced revenue budget proposal for 2019/20 was put forward to cabinet in February 2019. The medium term prognosis is still of concern; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of budgets over the medium term. The Medium Term Financial Plan for 2019/20 onwards continues to factor in funding reductions of 1.8%, so that planning can be undertaken on a prudent basis.</p> <p>The Council's budget outturn for 2018/19 shows a budget underspend of £49k on a net expenditure budget of £139.6 million (excluding precepts and levies collected on others behalf). A number of areas showed significant spending pressures which were managed by achieving savings across other areas of the Council.</p>

<p>22 THE COUNCIL PUTS PEOPLE AT HEART OF ALL IT DOES AND INSPIRES EXCELLENCE IN WORKPLACE AND EMPLOYEES</p> 	<p>Attention needed</p>	<p>22.1 Strengthen decision making and accountability</p>	<p>A workflow has been developed to enable service leaders to effectively focus on succession and workforce planning, and for directorates to develop plans for their workforce. The combination of the workflow and the training and development pathways help support workforce development. HR business partnering meetings will be used to engage and support teams in workforce planning, supported by the people services framework, which will identify areas of key risk.</p> <p>HR data dashboards have been established and are updated quarterly. These are now being used as part of HR business partner meetings to inform department management teams and senior leadership team on workforce issues. Further work to strengthen involvement with services to support them to workforce plan including recruitment, contracting, training and development, and succession planning is being progressed.</p>
		<p>22.2 Prioritise Health, Safety and workplace Well-being</p>	<p>One of the key themes of the revised People Strategy is health, safety and well-being. Activity that is being undertaken includes reviewing effectiveness of attendance management approaches in problem areas and work to introduce a colleague handbook.</p> <p>The Monmouthshire Workplace Health Challenge Cup was undertaken throughout the organisation and presented a large number of ways in which staff could become involved to improve their well-being in the workplace. Activities such as increasing healthy food intake, attending training courses and undergoing blood pressure checks were some of the ways people could get involved.</p> <p>A “Go To Group” has recently been implemented that provides people with a safe place to go to raise concerns, discuss problems and potential solutions. Work also continues with directorate Health and Safety groups to implement improvements in identified areas.</p> <p>Work on attendance management, including management training and individual case management has continued to be a priority. The average</p>

			<p>number of working days lost to sickness absence per employee in 2018/19 was 11.5 days, above the Councils targeted rate of 10.5. There is a trend towards long-term sickness absences increasing. Work continues with managers to support them in attendance management.</p>
		22.3 Promote diversity and inclusion	<p>Another key theme of the people strategy is workforce Planning/Inclusion and diversity. We need to not only have the right people with the right skills, knowledge and behaviours today, but we also need to think and plan ahead to future proof our workforce. To this end, a cadetship programme has been developed to ensure a quality succession plan, delivering highly trained, fully qualified and experienced staff, trained by our own workforce.</p> <p>A draft apprenticeship/ graduate and internship strategic policy framework has been developed, which aims to enable the council to attract new skills and knowledge and support succession planning, whilst providing employment and training opportunities. The next step is to seek cabinet approval for the strategy.</p>
		22.4 Engage employees through personal development training and learning	<p>The Check-in, Check-out (CICO) process has been reviewed and rolled out with more robust guidance, video tutorials and supportive training, and it has now been included in the new manager's Induction training. A longer term, more effective recording module has been developed that allows managers to record the completed CICO directly into the HR system. Further work is required to ensure the effective use of the recording system to understand accurately the completion rate of appraisals.</p> <p>The corporate learning and development plan is based on supporting the current and future needs of the organisation and is coupled with the operational learning and development plans delivered in Operations and Social Care and health. The organisational learning and development offer is being reviewed to ensure return on investment is maximised.</p>

Well-being of Future Generations Act impact
Contribution of Council goal to Future Generations Act Well-being Goals

Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	Vibrant culture and thriving Welsh Language	Globally responsible Wales
✓	✓			✓		✓

The long-term nature of our goal is evident – shaping our services to meet the needs of our communities now, and into the future, is essential if we are to remain relevant and viable. Utilising data more effectively to plan preventative approaches and enhancing our digital capabilities are just some of the ways we intend to do this. Involving people in decision-making and scrutiny will ensure our direction of travel is collaborative and fit for the generations to come. Integrating our approach will make sure that our resources are used in the places they are needed the most, and as efficiently as possible. Making our reducing financial resources stretch as far as possible is vital for future sustainability.

Measures of progress

Measure	Previous	Latest	Target	Comment
Number of workshops/facilitation events delivered as part of Future Monmouthshire Programme	22	15	20	
Percentage of targeted budget reductions achieved	93%	81%	95%	2018/19 outturn data on mandated saving performance
Number of open data sets published	5	5	5	
Income generation from commercial investments	Not applicable	£122,889	Establish Baseline	A budget mandate of £39,000 was agreed as a commercial income target, two-investment assets were acquired in 2018/19 and they generated a net (after borrowing and management costs) income of £122,889 exceeding the target from the mandate.
Average number of working days lost to sickness	10.9	11.5	10.5	
Percentage of staff turnover	7.5%	9.6%	Track	Any significant variation in turnover will indicate a need to further review potential reasons
Percentage of people who feel able to influence decisions affecting their local area ¹⁶	23%	20%	Increase	Previous is 2016/17 data and current is 2018/19 data from the National Survey for Wales

Action we have taken to support the goals

In order to support the delivery of our priority goals, we have to make sure that all aspects of the council are working in line with the sustainable development principle set out in the Wellbeing of Future Generations Act. We need to remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. The WFG Act specifies seven core areas of change in an organisation that need to adapt in order to meet the changing demands on our services and ensure their longevity and sustainability. Ways in which we are trying to incorporate these changes are detailed here.

Workforce Planning

Our people are the bedrock of all that we do; our success depends upon them. Despite increasing demand and reduced numbers, we continue to provide over 700 services and the commitment, dedication and team work shown by our colleagues is testament to their professionalism and desire to deliver excellent services to our citizens. To safeguard the future of our organisation, we must make sure that our staff have the support, skills and resources they need to carry out their roles efficiently and to the best of their abilities.

Last year, we carried out a review of our people strategy, building upon the original iteration, which focused on creating the best conditions for our people to thrive. The review, entitled 'People to Purpose', provided a platform to review our activities and identify new outcomes that better enable our colleagues to deliver on our organisational purpose of "building resilient and sustainable communities". At the centre of the strategy is our commitment to the health and well-being of everyone at Monmouthshire County Council as we believe this is the key to success, alongside careful workforce planning to ensure we have the right people working with us, with the right skills and knowledge. By establishing a suitable strategy, we believe we are working towards ensuring this well into the future, as well as for the present.

Work is well underway to achieve the targets set within the policy, with a considerable focus being on minimising the sickness levels amongst our staff by focussing on their well-being. We have revised our attendance management policy and introduced mandatory attendance management training for all our managers, and we have developed new and revised learning opportunities to enable colleagues to manage and understand better the attendance issues they face. Examples of training include stress management, how to have difficult conversations, and how to conduct a return to work interview.

As the focus has been on staff well-being, there has been considerable activity to encourage our staff to consider ways in which to improve their health, both physically and mentally. The Monmouthshire Workplace Health Challenge Cup provided opportunities for staff to become involved in various

SUSTAINABLE DEVELOPMENT PRINCIPLE

The **Future Generations Act** defines Sustainable Development in Wales as: "The process of improving the economic, social, environmental and cultural **well-being** of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the **well-being** goals."

VOLUNTEERING

Increasing the number of volunteers engaged in volunteering across the county has been a focus for the past year. A new volunteering policy position has been approved, 'Monmouthshire, A County That Serves' (ACTS) volunteering programme is helping to highlight and support volunteering opportunities available within the county. Alongside this, volunteering is supported via a new volunteering management system. Volunteers provide increased activities to support the Monmouthshire community.

activities and gather points for their directorate. Activities ranged from improving eating habits and attending training courses, to attending walking meetings and receiving blood pressure checks. Staff also marked Mental Health Awareness Week with a number of events and ideas that focused on stress and ways in which to reduce it. We have introduced other supportive tools such as the Menopause Toolkit and Menopause Cafes/support groups, and access to external confidential counselling remains in place.

New HR data dashboards are used to provide managers access to real time people data for their business areas/teams. The 'dashboards' provide information on sickness, and makeup of the workforce in terms of gender, age, turnover. HR hold business partnering meetings with managers and attend management team meetings to advise on trends and provide organisational insight to the data and information.

Other mechanisms for improving the sustainability of the workforce, and for creating succession planning opportunities, includes the development of a framework for Apprenticeships, Internships and cadetship and developing a draft Monmouthshire County Council Apprentice, Graduate and Internship Strategy and tool kit which has been consulted on. The strategy aims to develop and support apprenticeship,

graduate jobs and internships across the local authority.

Assets

The council's Asset Management strategy, which was reviewed last year to align with our purpose, sets out the Councils vision, priorities and key actions associated with managing our assets. Our aim is to ensure sustainability, and maximise the financial and social value of our assets for our communities. The ongoing financial conditions mean we must have robust policies and programmes in place to ensure our estate is lean, efficient, meets the needs of service users and is fit for purpose. The revised strategy also recognises the importance of maximising the income we can generate from our property assets and we have started to actively seek opportunities to increase revenue generation.

A project is underway within the council to consolidate its sites through the relocation of all services from Innovation House in Magor to County Hall in Usk. There is considerable work required to renovate an existing building on the County Hall site, which has started, alongside plans to extend the parking facility on site to accommodate the additional staff attendance. The relocation is intended to reduce the carbon footprint of the council and to minimise the amount of time staff are commuting between sites, thus reducing their carbon footprint as well.

MONMOUTH COMPREHENSIVE SCHOOL

In September 2018, we opened our second 21st century school, Monmouth Comprehensive School, following Caldicot in 2017. The £40m school incorporates 21st century digital technology throughout, energy-efficient spaces, and natural lighting with automatic lights to save electricity. The school was built by local people, with 70 per cent of the builders, electricians, plumbers and engineers on site living in the area, including some past pupils. Community groups will benefit from these enhanced facilities too; the dance studio and hall can be used for community meetings, groups and fitness classes, and the stage area provides a perfect performance space for local choirs and amateur dramatic groups

In order for the County to thrive, research has been commissioned to identify the economic and social infrastructures that will need to be put in place to create the right conditions for sustainable growth. As a landowner, this Council has a role to play in ensuring suitable sites are made available for the development of employment and ensuring housing sites meet affordable allocation requirements and support the creation of networked communities. Council has approved the findings of the initial appraisal into the feasibility and need for the Council to set up its own development company to undertake residential and commercial developments. The vision is to support employment opportunities within the area and to encourage younger generations to reside within Monmouthshire under new affordable housing proposals. Work is also underway to refurbish Abergavenny Town Hall to accommodate the Hub, bringing it in line with the other towns within Monmouthshire.

Finally, work has started, alongside our Social Services department, to build a dementia friendly care home on Crick Road. Detailed planning has received consent and funding has been granted from the Integrated Care Fund.

Procurement

Approval of the Council's procurement strategy in the summer of 2018 has given us the opportunity to be more transformational in the way in which we approach the procurement of external goods, services and works. Against a backdrop of economic uncertainty, technological innovations and environmental considerations, our focus for the past twelve months has been to deliver true sustainable procurement outcomes across a range of Council resources. In the first instance, we have been working to develop a process to challenge whether monies need to be spent, before undertaking market research to determine if opportunities exist for local supply chain solutions. We have been working hard to identify which innovations exist within the market and how these can ultimately reduce the whole life cost to the Council and to the planet.

To this end, we have embedded Circular Economy principles within our food contracts. The first of these has resulted in the Council's milk requirements being delivered in glass bottles across all of our establishments, including our schools. This has resulted in a financial saving as well as 437,000 plastic cartons being diverted from landfill per year.

We are working with organisations across the South East Wales region to embed collaborative sustainable procurement outcomes that have a positive impact on the environment by questioning supply chains environmental accreditations and the sustainability of their materials and processes. These discussions will focus on reducing plastic waste, the energy consumption of specific goods and the potential to re-use and recycle. There will also be a focus on creating scale amongst our own local supply chains so that they may be better placed to generate a more prosperous, resilient and globally responsible County.

In order to deliver the aspirations set out within the procurement strategy, the Council has commissioned an independent company to undertake a health check of the procurement function. The primary purpose is to establish whether there are any opportunities to reduce our external costs, as well as to examine our current level of capacity to deliver against stretching targets identified within the procurement strategy. The results of this piece of work are due later in the year.

 Goytre Fawr Primary
@GoytreFawr

Taking recycling seriously @GoytreFawr. Thank you @MonmouthshireCC for introducing glass bottles and reducing our plastic. We love it so much we made a picture #Nomoreplasticfantastic @EcoSchoolsWales @Keep_Wales_Tidy @janeplyoung



8:56 AM · Nov 20, 2018 · Twitter Web Client

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Corporate Planning, Performance Management and Risk Management

These three areas of our work form part of the Council's performance management framework, diagram 3, which ensures our planning is integrated and everyone is pulling in the same direction to deliver real and tangible outcomes working towards our purpose of building sustainable and resilient communities. The application of the Wellbeing of Future Generations Act throughout the framework is essential to ensure we are applying the ethos of the sustainable development principle and the ways of working within it.

Each of our teams has a service business plan that guides their activity. There has been a focus on strengthening business planning including improving the long-term consideration of actions and the ways of working in the future generation act. Specific training sessions have been held to support those with responsibility for business planning to come together to discuss their planning mechanisms, issues they have identified and to share ways to improve their objective setting.

A refresh of the Council's strategic risk management policy and guidance has been completed. This includes recognition of risk management being one of the core areas of activity identified in the Well-being of Future Generation Act that the Council particularly needs to focus on. Consideration will need to be given to the requirements of the act and the five ways of working when assessing risks to support their management.

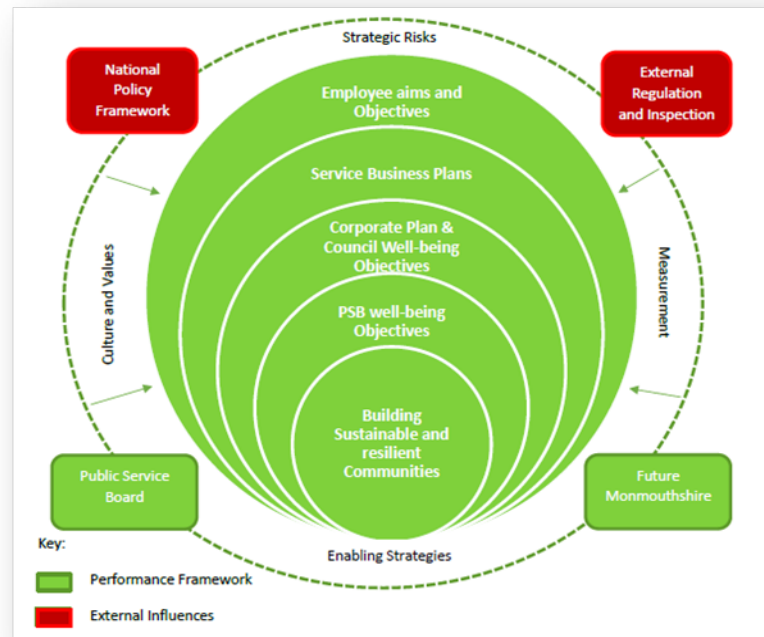


Diagram 3

Performance data and information is essential to our performance framework. We are continuing to try and develop our performance measurement so we continue to use the right balance of short term measures and milestones on process issues and outputs, alongside longer term measurement and evaluation of outcomes against the objectives we set.

One of the nationally set frameworks used to measure and benchmark local authority performance are 'Public Accountability Measures' set by Data Cymru. These national measures do not always reflect our local goals or focus on the outcomes of our services, nonetheless they remain an important tool in allowing people to hold the council to account. This set of indicators is evolving year on year and this makes direct comparisons between some indicators difficult and less pertinent than previous years.

The council has seen an improvement in performance in some areas, some areas where performance has been maintained in line with targets, and some areas where performance has declined. The data also shows there are some services where the council's performance is lower than other areas. We keep track of these indicators regularly and are working to improve performance as part of our future plans.

Public Accountability Measures Quartiles: 2018/19

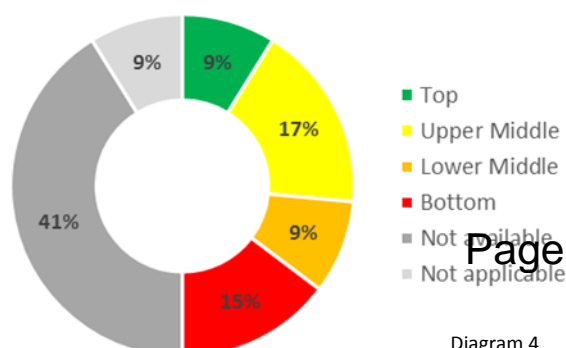


Diagram 4 shows the proportion of Monmouthshire Council's performance

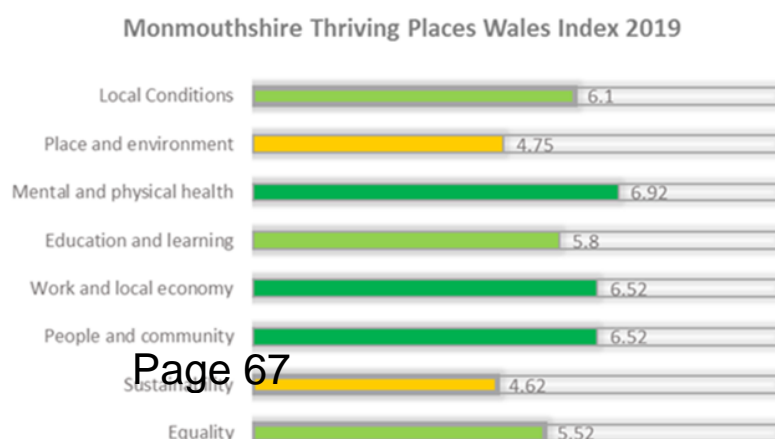
indicators in each quartile when compared to the performance of other councils in Wales. Table 1 below shows our performance in 2018/19 for the indicators that are part of this framework and compares our performance against other local authorities in Wales. There are a number of indicators where trend or benchmarking data is not available or not directly applicable; these have been marked as “N/A”. There are some service areas where data is yet to be published, most notably social care, these will be updated as data is released over the next couple of months. This information is also available to view on www.mylocalcouncil.info

National indicators have been set as part of the Future Generations Act for the purpose of measuring progress towards the achievement of the well-being goals in Wales as a whole. While the national indicators will not measure the performance of individual public bodies or public services boards, it is important they are considered to track the progress being made against the well-being goals and, where local level data is available, the progress made in Monmouthshire. Some of the national indicators that are relevant to the priority goals we have set in Monmouthshire, where an update is available at a county level, are in Table 2 below. For further information on these indicators, visit <https://gweddill.gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>

We are continuing to develop our use of data to strengthen how we plan and deliver services and open up our data to help solve some of our problems and improve accountability. We are looking at how we can develop our open data offer, in areas that are identified as being of most benefit, to build on existing information that is already published on our website such as Council spend data www.monmouthshire.gov.uk/open-data

The use of mechanisms such as the Thriving Places Index and the Office of National Statistic’s Measuring National Well-being, diagrams 8 (page 80), are ways in which we are trying to broaden our understanding of well-being in Monmouthshire in addition to service specific performance measurement. The Thriving Places Index in Wales is a framework of local authority level indicators, which builds a picture of an area summarised under the broad headings of local conditions, sustainability and equality to understand and assess the local conditions of well-being.

Following initial work by Gwent PSB’s on the Thriving Places Index, Data Cymru adopted the tool and expanded it to include all local authorities in Wales. Data Cymru published the first release of the Thriving Places



Wales Index in April 2018, the second release was published in April 2019. A full breakdown of the index is available on, www.thrivingplaces.wales, diagram 5 shows the headline scores from the 2019 index for the domains in Monmouthshire.

Trend	Quartile	Quartile Shift	Position in Wales
Trend information highlights if performance in 2018/19 compared to the previous year is: <ul style="list-style-type: none"> Improved or At maximum Unchanged Declined N/A - Not applicable 	Ranking information highlights if performance compared to Welsh local authorities in 2018/19 is in the: Top, Upper Middle, Lower Middle or Bottom quartiles	Highlights if quartile performance in 2018/19 compared to the previous year has: improved (+ number), is unchanged (0) or declined (- number) and by how many quartiles.	Shows where Monmouthshire ranks in comparison to the other 21 local authorities in Wales, 1 being the highest and 22 being the lowest.

Table 1 – National Performance Indicators 2018/19

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/001	Number of working days lost to sickness absence per employee	11.5	10.9	11.5	10.5	Missed	Declined	Bottom	-1	17
PAM/032	Average Capped 9 score for pupils in year 11	n/a	368.1	360.5	372.4	Missed	Declined	Upper Middle	Not available	7
PAM/007	Percentage of pupil attendance in primary schools	95.7	95.6	95.2	96.2	Missed	Declined	Top	0	1
PAM/008	Percentage of pupil attendance in secondary schools	94.8	95.2	95.0	95.2	Missed	Declined	Top	0	1
PAM/046	Percentage of Year 11 leavers not in education, training or employment (NEET)	2	1.4	1.6	1.2	Missed	Not applicable	Lower Middle	Not applicable	12
PAM/033	Percentage of pupils assessed in Welsh at the end of the Foundation Phase	n/a	n/a	n/a	Not set	Not available	Not available	Not available	Not available	Not available
PAM/034	Percentage of year 11 pupils entered to sit a GCSE in Welsh (first language)	n/a	n/a	n/a	Not set	Not available	Not available	Not available	Not available	Not available
PAM/010	Percentage of streets that are clean	99.2	97.7	97.2	97.5	Missed	Declined	Upper Middle	-1	7

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/035	Average number of working days taken to clear fly-tipping incidents	n/a	n/a	4.8	Baseline	Not available	Not available	Bottom	Not available	19
PAM/012	Percentage of households successfully prevented from becoming homeless	58	61	67.1	65	Met	Improved	Upper Middle	1	11
PAM/013	Percentage of empty private properties brought back into use	3.88	3.57	1.4	5	Missed	Declined	Bottom	-1	17
PAM/014	Number of new homes created as a result of bringing empty properties back into use	n/a	0	0	Not set	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/015	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	356	193	191	180	Missed	Improved	Upper Middle	0	7
PAM/035	Number of additional affordable housing units delivered per 10,000 households	n/a	n/a	Not available	Not set	Not available	Not available	Not available	Not available	Not available
PAM/034	Average number of days to complete repairs	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/038	Number of homes that meet the Welsh Housing Quality Standard (WHQS)	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/039	Percentage of rent lost due to properties being empty	n/a	n/a	Not applicable		Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
PAM/040	Percentage of Quality Indicators (with targets) achieved by the library service	n/a	75	67.5 provisional	75	Missed	Declined	Not available	Not available	Not available
PAM/017	Number of visits to leisure centres per 1,000 population	7,425	7,376	8,184	7,500	Met	Improved	Bottom	0	17
PAM/041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16-weeks	n/a	74.0	54.5	75	Missed	Declined	Not available	Not available	Not available
PAM/042	Percentage of NERS clients whose health had improved on completion of the exercise programme	n/a	n/a	Not available	Not set	Not applicable	Not available	Not available	Not available	Not available

Ref	Measure	2016/17	2017/18	2018/19	2018/19 Target	Progress against target	Trend	2018/19 Quartile	Quartile Shift	2018/19 Wales ranking
PAM/018	Percentage of all planning applications determined in time	90	91	88	80	Met	Declined	Lower Middle	-1	12
PAM/019	Percentage of planning appeals dismissed	73	36	46	70	Missed	Improved	Bottom	0	22
PAM/020	Percentage of A roads in poor condition	2.1	2.4	2.7	3	Met	Declined	Top	0	5
PAM/021	Percentage of B roads in poor condition	4.3	4.9	4.7	5	Met	Improved	Lower Middle	0	14
PAM/022	Percentage of C roads in poor condition	8	7.7	7.3	8	Met	Improved	Upper Middle	1	11
PAM/023	Percentage of food establishments that meet food hygiene standards	95.12	97.05	96.9	95.5	Met	Declined	Upper Middle	-1	7
PAM/024	Percentage of adults satisfied with their care and support	85.4	85.7	88.3	Not set	Not applicable	Improved	Not available	Not available	Not available
PAM/025	Rate of people kept in hospital while waiting for social care per 1,000 population aged 75+	2.24	4.28	5.31	3.86	Missed	Declined	Not available	Not available	Not available
PAM/026	Percentage of carers that feel supported	63.6	76.9	67.5	Not set	Not applicable	Declined	Not available	Not available	Not available
PAM/027	Percentage of children satisfied with their care and support	79.2	84.1	88.9	Not set	Not applicable	Improved	Not available	Not available	Not available
PAM/028	Percentage of child assessments completed in time	74.69	87.31	95.87	92	Met	Improved	Not available	Not available	Not available
PAM/029	Percentage of children in care who had to move 3 or more times	5.26	5.76	6.94	6.5	Missed	Declined	Not available	Not available	Not available
PAM/030	Percentage of waste reused, recycled or composted	68.72	65.77	63.37	66	Missed	Declined	Not available	Not available	Not available
PAM/043	Kilograms of residual household waste generated per person	n/a	n/a	187	Not set	Not applicable	Not available	Not available	Not available	Not available

Table 2 – Selected national indicator set under the well-being of Future Generations Act

Well-being of Future Generations Act national performance indicators	Source	Link to Goal	Wales	Monmouthshire Previous	Monmouthshire Current
Average capped 8 points score pupils	Welsh Examination database	Goal A	324.1 (2018)	339.3 (2017)	331.5 (2018)
Gross Value Added (GVA) per hour worked (relative to the UK average)	ONS regional Economic Analysis: Sub-regional productivity indicators	Goal B	£83.6 (2017)	£89.1 (2016 - Monmouthshire and Newport)	£88.6 (2017 - Monmouthshire and Newport)
Gross Disposable Household Income per head	ONS, gross disposable household income per head	Goal B & D	£15,754 (2017)	£17,135 (2016 - Monmouthshire and Newport)	£17,292 (2017 - Monmouthshire and Newport)
Percentage of people in employment	ONS, Annual Population Survey	Goal B & D	73.1% (2018/19)	78.0% (2017/18)	77.7% (2018/19)
Percentage of people living in households in material deprivation	National Survey for Wales	Goal B & D	14% (2018/19)	14% (2017/18)	9% (2018/19)
Levels of nitrogen dioxide (NO2) pollution in the air	Department for Environment, food and rural affairs	Goal C	9 (2017)	11 (2016)	8 (2017)
Capacity (in MW) of renewable energy equipment installed	Department for Business, Energy and Industrial Strategy	Goal C	3192.9 (2017)	79.5 (2016)	84.9 (2017)
Percentage of people satisfied with their ability to get to/ access the facilities and services they need	National Survey for Wales	Goal B, D & E	80% (2018/19)	Not available	79% (2018/19)

Percentage of people satisfied with the local area as a place to live	National Survey for Wales	All goals	85% (2018/19)	91% (2016/17)	92% (2018/19)
Percentage of people who volunteer	National Survey for Wales	Goal D	28% (2017/18)	36% (2016/17)	2018/19 data not available
Percentage of people participating in sporting activities three or more times a week	Adult – National Survey for Wales	Goal D	32% (2018/19)	38% (2017/18)	38% (2018/19)
	Children – Sport Wales, school sport survey	Goal A	47.6% (2018)	48.8% (2015)	45.0% (2018)

Financial Planning

Over recent years, the Council has managed millions of pounds of savings from its service budgets. At the same time, pressures on the budget have been increasing in terms of demographic growth, demand and expectations. Our motivation remains to help improve lives and build sustainable and resilient communities. The council has always sought to preserve local service delivery in the face of budget pressures by changing, improving and adapting our services. We know how important many of the things we do are to the people who live in our communities; listening to our residents is more important than ever and we have worked to maintain the things that matter.

CUMULATIVE FINANCIAL IMPACT

We recognise that when we increase charges and put up Council Tax, while there is support to assist it can have an impact on those who can least afford it, this does not just mean those who are unemployed, many people experience in-work poverty while others are impacted upon by disability or other protected characteristics that affect their opportunities. Whenever we introduce changes to policy or charges we evaluate the impact of these upon different groups and identify any mitigations where required. As part of the 2019/20 budget as well as completing a Future Generations Evaluation for each proposal we also completed an overall evaluation of the 2019-20 budget, assessing the collective impact of proposals. This included a cumulative financial impact of the budget proposals on households with different income levels and groups with protected characteristics as defined by the Equality Act 2010.

We plan our budget as part of our Medium Term Financial Plan; this identifies the financial position in both the short and medium term and models different financial scenarios and pressures. We continue to work hard to plan for more than a standalone one-year budget. Our financial planning helps build a bridge between identifying potential cost-reductions to ensure that the organisation can balance its budget in the short term, without taking action that will hamper our ability to contribute to the longer term planning in line with WFG Act.

After several years of delivering significant savings from the budget, the means of achieving further reductions becomes increasingly more challenging. Following public consultation and revised saving and pressure proposals, the budget we set for 2019/20 is a blend of service changes/cost reductions, continued income generation and a focus on investing in areas such as education and social care linked to the corporate plan. With less funding from Welsh Government, together with £6 million of spending pressures identified through the budget process and £3.6 million of other pay and price increases, we have had to find a savings package totalling £10.2 million. £3.6 million will be found from cost reductions, £3.2 million from increases in income and £3.4 million from a Council Tax increase of 5.95%.

Applying the Future Generations Act was an important part of the budget process. A future

Generations Evaluation of budget proposals was completed, explaining the impact the proposal has on the well-being goals and five ways of working, along with an equality impact assessment. The use of the evaluation provides councillors making the decisions with the information required on the impact of these decisions.

Involvement was also an important part of the budget process; the budget consultation allowed a period for public consultation and scrutiny. This included two public meetings, and specific events were also held with children and young people and the Access for All forum.

Financial planning over the medium term still has its shortcomings; there are no indicative settlement figures published, which significantly impedes and impacts on forward planning of our budgets over the medium term. Our financial planning is an ongoing process particularly through our continuing service planning arrangements and Future Monmouthshire arrangements. The requirements of the Future Generations Act are embedded in these processes, examples of which are provided in other sections of this report.

A financial strategy is also being developed. This will apply a strategic lens to the council's finances in the medium to long term, and will align to the delivery of the Corporate Plan to ensure its aspirations are sustainable.

What we spent in 2018/19

In 2018/19, the council spent £150 million providing services for Monmouthshire residents. The proportion of our spending on different services in 2018/19 is shown in diagram 6. These services are paid for by a combination of central government grants, council tax, non-domestic rates and a contribution from the Council Fund.

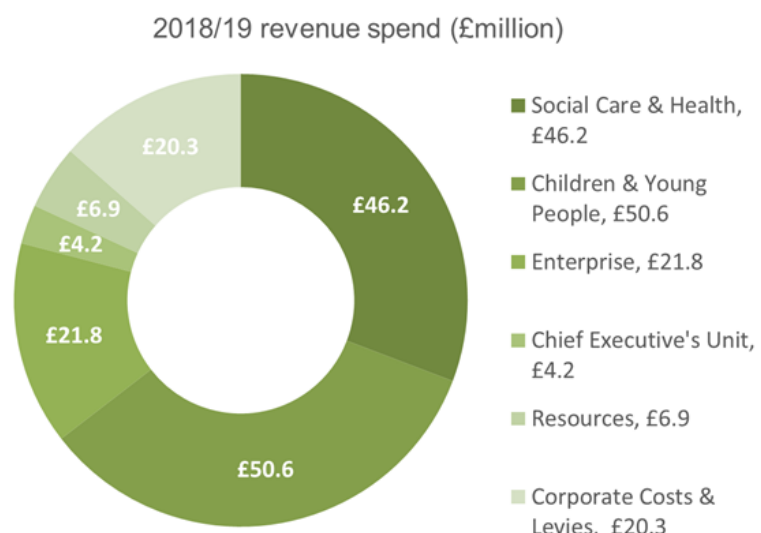
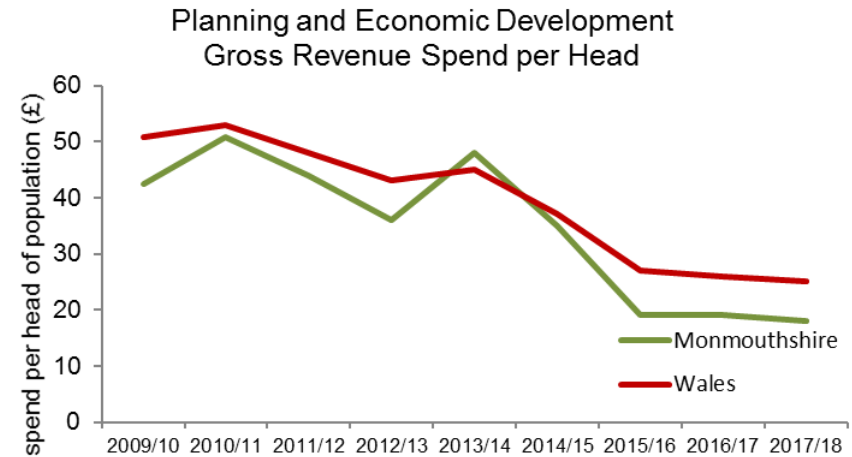
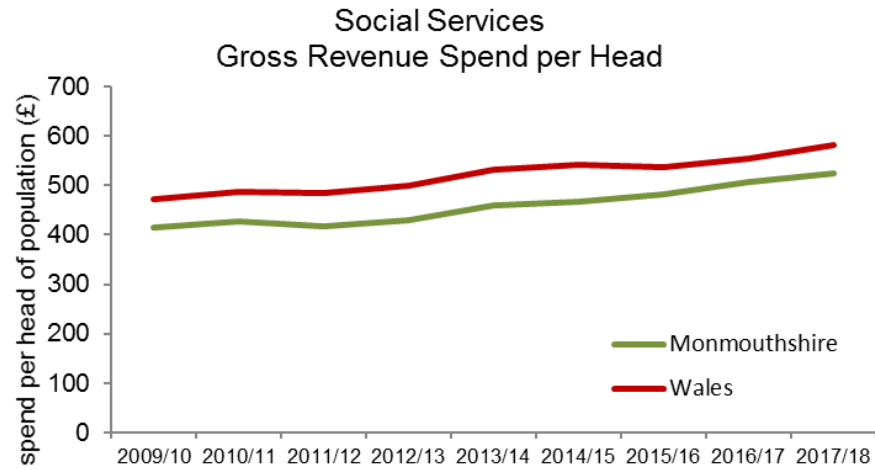
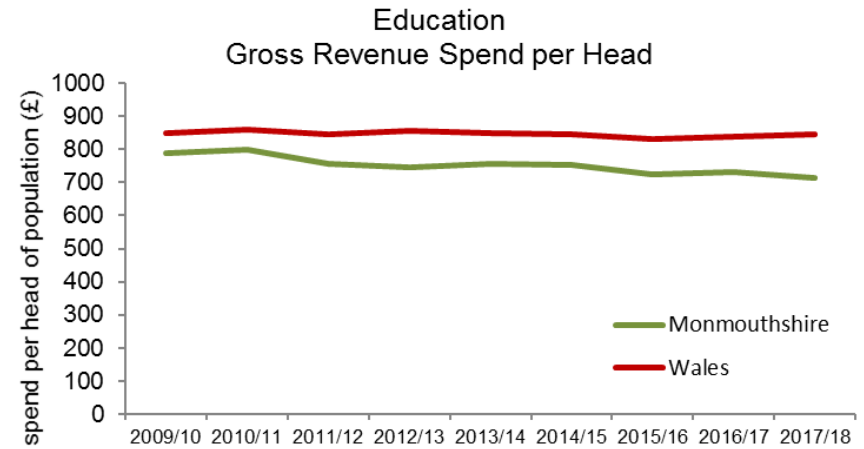
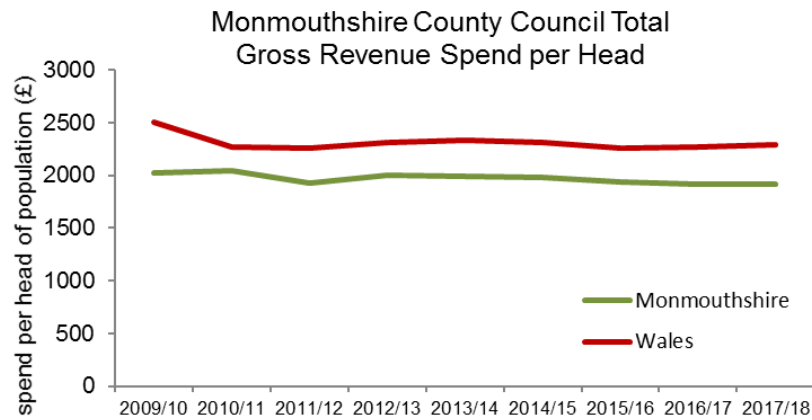


Diagram 6

How our revenue spend compares with other areas

The diagrams below, diagrams 7, show how much we spend per head of population in some of our priority areas. Our budget settlement from Welsh Government was the lowest per capita of councils in Wales. We are spending less on services per head of population than the average for local authorities in Wales and had the lowest gross revenue spend per head of all councils in Wales. However, we also work hard to make sure this money goes where it matters. Comparable data is only available up to 2017/18 at the time of publication.



Diagrams 7

Further Actions We Have Taken to Support the Objectives

In addition to the seven core areas where change needs to happen identified in the well-being of future generations Act, we also continue to ensure sustainable development is embedded into the following areas.

Digital

The core business of our digital service is to organise, simplify and join up our council services so that our communities can find what they need, in whatever way suits them best.

We are also improving the digital skills of our staff, creating solid foundations for workforce digital competence and turning it into excellent digital customer service delivery.

We want our workforce to work in the new digital norm rather than get left behind. Our technology needs to be good enough to support our digital vision, though we know that the most important part of digital working is by thinking in the same way as people do. We want people to be able to access services from our website, search engines, chat bots, email, voice or whatever technology comes next making us future ready to deliver in a digital world.



Information is our life blood, and we will ensure it is kept safe and secure but at the same time accessible to the right people at the right time. Some of the things we are doing to help us with our digital ambitions are -

- Bringing in Monty our 'chat bot' designed to help people get answers to everyday questions at any time. We are also exploring providing information via voice activated technology like Alexa.
- Continuing to help all our staff build their digital skills so they can pass them on to their family, friends and members of the community who find it difficult to master modern technology
- Equipping our front line workers with the mobile technology to help them schedule their work and deal with queries on a range of things like missed bins without having to go back to the office first
- Continuously putting ourselves in our customer's shoes to make it easy for them to fill in our forms, ask a question or simply interact with the council in the same way they would when ordering their groceries online

- Running a customer panel who test all our new developments and give us feedback on how to improve on it.
- Constantly looking at ways to automate our 'back office' processes in order to free our colleagues up to do the valuable brain work that machines can't do. We can save money doing this too.
- Making better decisions by analysing all of the digital information we hold to give us solid evidence rather than making assumptions.

Future Monmouthshire

The Future Monmouthshire programme is about ensuring we remain relevant and viable for the next generation, while continuing to meet the needs of residents, visitors and businesses in the here-and-now. The Future Monmouthshire programme has been designed to align with the principles of the Future Generations Act.

SERVICE REVIEWS

A programme of service reviews have commenced for food, high cost placements, workforce, the budget process, National Procurement Services, decarbonisation and assistive technology. The reviews have formulated a shared vision of desired service outcomes resulting in an action plan for improvement capable of delivering greater service efficiency and contributing fully to the corporate plan and medium term financial plan.

The work is being progressed in two parts. In the medium to long term, to meet the needs of future generations, we need to keep our eyes open and our heads up to adopt some of the new solutions around the UK and the wider world that could work here in Monmouthshire. We call this "keep on growing". In the short term, we still need to balance our budgets to give ourselves the thinking space to solve some of our big challenges; the "keep on going". This work will inform current and future developments of the council's priority goals.

Future Monmouthshire has identified a number of challenges that we need to address in order to keep going and keep growing. A new programme of training called Evolve has brought together cohorts of officers from a variety of teams to try to solve some challenges and propose potential solutions. The programme embeds the principles of the Wellbeing of Future Generations Act and includes an exercise to help participants think about how to embed the ways of working when developing projects and ideas. It is an intensive

and immersive learning experience that enables participants to become engaged and enthusiastic colleagues, focussing on what matters, equipped with the skills they need to solve and deliver complex challenges. Topics covered in 2017 and 2018 were 'transforming customer services' and 'transport services fit for today and for the future'.

Future Monmouthshire has supported the completion of Phase 1 of the Council GovTech challenge, funded by the Cabinet Office, on loneliness and limited rural transport in our communities.

Governance & Scrutiny of Council Business

Good Governance is about how we ensure we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Good governance is essential for the effective use of public money and the continued delivery of efficient and effective public services. The scrutiny process is an integral part of this and ensures openness, transparency and accountability in the council's decision-making.

The council's Annual Governance Statement sets out how Monmouthshire demonstrates it has appropriate governance arrangements in place and how they are continually reviewed to strengthen them moving forward. The statement brings together the principles of good governance with the requirements of the Well-being of Future Generations (Wales) Act 2015 and assesses the effectiveness of the council's arrangements taking account of responsibilities under the Future Generations Act.

SCRUTINY WORKSHOPS

A key example of the workshop approach is the ongoing scrutiny by the Economy and Development Select Committee of the Council's Local Development Plan (LDP) which involves the scrutiny committee hosting a series workshops on this subject in order to engage members in early policy direction. The workshop approach has enabled wider membership attendance, maximised by varying the timings of these workshops. The workshop approach enables members to play enhanced policy development role at an early stage of work on the LDP, which is an important policy contributing to the council's core purpose of building sustainable and resilient communities.

The 2018/19 Governance Statement demonstrates that Monmouthshire has governance arrangements in place to meet the challenges of the governance principles and that a review has been undertaken to assess the effectiveness of those arrangements. We have demonstrated that in most areas, we have effective governance arrangements in place which are continually improving, but also recognise that there is further work to do.

The council's scrutiny committees undertake a wide range of scrutiny of council business from ongoing work programmed items, such as Revenue and Capital Financial monitoring and performance monitoring, to specific policy development/review, including ensuring that future generations are considered through their scrutiny of decision-making.

In place of scrutiny Task and Finish Groups, a scrutiny workshop approach has been established to ensure 'value added scrutiny' that delivers timely outcomes. The workshops provide a timely and effective method of engaging members in shaping the future strategic direction, and help the council to respond more promptly and dynamically to challenges posed. In addition to planned scrutiny committee meetings, the workshop approach helps facilitate scrutiny to apply the principles of the Futures Generation Act, such as involvement and long term planning, through deeper exploration of the subject matter.

The Council established a PSB Select Committee to provide a bespoke scrutiny arrangement to scrutinise the activities of the PSB. During 2018/19, the PSB Select Committee has held key partners

leading on the six prioritised steps outlined in the PSB Plan to account for the progress made, ensuring their activity was in line with the sustainable development principle. This has included scrutinising:

- Step lead Gwent Police on the work that the public service board will develop to begin to address and mitigate the impact of Adverse Childhood Experiences (ACEs) on long-term outcomes/wellbeing.
- Step lead Gwent Association of Voluntary Organisations (GAVO) on the progress with the step to promote active citizenship through volunteering, time banking, person to person skill swap and corporate social responsibility.
- Step Lead Natural Resources Wales on the progress with the step to improve the resilience of ecosystems by working at a larger scale.

The Public Service Board Select Committee has agreed to a change in title and terms of reference of the Committee, which will enable the Select Committee to scrutinise wider public service provision and where powers allow, to provide greater accountability of services delivered in collaboration or by external partners. Subject to agreement by full Council, the proposed change will be implemented in the autumn of 2019, providing enhanced governance arrangements for services delivered to Monmouthshire citizen.

The details of all scrutiny meetings held are available on www.monmouthshire.gov.uk/your-council and are streamed on the council's [YouTube channel](#).

Partnership & Collaboration

Monmouthshire is committed to working in partnership and has a good track record of delivering jointly with health, the police and voluntary sector amongst others. Under the leadership of the PSB, the Partnership landscape in Monmouthshire fully embraces multi-agency working, with representation from a wide range of partner organisations, including the third sector, who work collaboratively to improve the outcomes for Monmouthshire residents.

CHILDREN & YOUNG PEOPLES STRATEGIC PARTNERSHIP

The Partnership and Community Development Team are supporting the PSB through the Children & Young Peoples Strategic Partnership (CYPSP), on work taking place in relation to Youth Support Services and community development. There is a commitment, through the CYPSP action plan, to raise awareness of ACEs and the impact on children and young people's mental health and emotional resilience. This will be achieved by providing ACE informed practice training more broadly to our Youth Support Services across the county, to widen the reach and awareness of ACEs at a community level and extend the knowledge and awareness of services that operate within the county.

The PSB has approved four well-being objectives that underpin a clear purpose of building sustainable and resilient communities; these were based on the well-being assessment for Monmouthshire. The 'steps' within the well-being plan aim to address some of the most significant challenges and opportunities for well-being in Monmouthshire. As a result, they are often complex and there are no quick solutions to address them.

Each of the 19 steps has a lead partner organisation allocated who has the responsibility to explore the step further and begin to identify more specific actions which the PSB can then prioritise to deliver or commission. This has included holding workshops and involving other partners, organisations and community groups. Following a review of all the steps, the PSB prioritised six areas for particular focus in 2018 and 2019. You can read more about the progress in 2018/19 in the Monmouthshire PSB Annual Report on www.monmouthshire.gov.uk/our-monmouthshire

The partnerships in Monmouthshire have remained focussed on emerging issues and key issues identified in the well-being assessment, supporting the delivery of relevant steps in the well-being plan and responding to them collectively as a partnership, as well as fulfilling statutory duties.

The Council's Partnership and Community Development Team continue to support partnership activity in Monmouthshire. The team act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, the team is working on opportunities to improve well-being within our communities in line with delivering the PSB objectives and the council's goals.

In addition to this work of the CYPSP, multi-agency officers are exploring 'place based working' for children and families within our wider communities at grassroots level. They are raising awareness with active citizens who may be residents, friends, families or neighbours, who want to do 'good things' within their community and who may be well placed to 'scaffold' and support children and families in their wider community settings outside of formal provision. This work is being explored under the direction of the Monmouthshire PSB and driven through multi-agency partnership actions, and links to other work being developed in this area. This work is currently in the early stages of development and will continue to progress in the next 12 months.

Some of the key service partnership collaborations the council is involved in include the Education Achievement Service (EAS) and the Shared Resource Service (SRS). Supporting social services and wellbeing requires effective partnership working outside of the council as well as within it. Social care needs to be integrated with partners and the community. At a regional level, the Regional Partnership Board (RPB) has developed its area plan for health and social care services in the Gwent region. The RPB has, through its investment of Integrated Care Fund (ICF) in line with those priorities, developed some innovative and creative services and approaches.

What our regulators said

We work closely with our regulators and inspectors to quality assure our activities as this is vital to ensuring improvement. Their feedback is valued and we use their assessments to help us focus on the things we need to improve across the council.

Each year, the Wales Audit Office (WAO) reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). The Annual Improvement report related to 2018/19 was published in June 2019 and summarises the audit work undertaken by WAO since the last report. The report concludes the council is meeting its statutory requirements in relation to continuous improvement and states:

“Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2019-20.”

During 2018/19, a number of performance audits were completed by WAO; work included a review on Service user perspective: which reviewed the ways that members of the public can enquire about local services and compliment, complain or provide comments on council services. Another review was an examination of the extent to which the Council has acted in accordance with the sustainable development principle when taking the step to develop a range of options to improve rural transport. The reports detailing the findings of these audits have been reported to the council’s audit committee and responses to proposal for improvement developed.

The most recent update on the authority’s progress against all Wales Audit Office (WAO) proposals for improvement issued that the council still needs to address was reported to the Council’s Audit Committee in September 2019.

Further reports produced by Wales Audit Office are available to download on the Wales Audit Office website (www.audit.wales/publications). This includes local government national reports produced by WAO.

Inspection reports about education are produced by specialist regulators Estyn www.estyn.gov.wales/ and social services by Care Inspectorate Wales (CIW) www.careinspectorate.wales . Their latest reports are available to download online.

Future Generations Commissioner for Wales

We continue to work closely with the Future Generations Commissioner and her office to further our understanding on how to best apply the ‘five ways of working’ in everything we do, and to work towards the seven national goals.

The general duty of the Future Generations Commissioner for Wales is to promote the sustainable development principle (the five ways of working), and to act as a guardian of the ability of future generations to meet their needs, and encourage public bodies to take greater account of the long-term impact of the things that they do. To do this, the Commissioner can monitor and assess the extent to which well-being objectives set by public bodies are being met.

The Commissioner can:

- Provide advice to Public Bodies and Public Services Boards
- Carry out reviews into how public bodies are taking account of the long-term impact of their decisions
- Make recommendations following a review

This year, we undertook a self-assessment of our progress to date in meeting the requirements of the Act and to identify further progress we can make to embed the principles of the Act. The Commissioner and her office provided advice and a helpful perspective on our work to date, and facilitated shared learning with other organisations who have responsibilities under the act. This feedback has informed the development of our annual report. Some of the feedback may take longer to embed and the impact may not be recognised immediately; we continue to work to strengthen the application of the act in our work.

Further information on the role and work of the Future Generations Commissioner for Wales is available on www.futuregenerations.wales/

What Citizens Said

Engagement

Involvement was an important part of the budget process this year. The budget consultation allowed a period for public consultation and scrutiny; this included two public meetings and specific events were also held with children and young people and the Access for All forum. Members of the Engagement Team visited the Monmouthshire Sports Leaders Conference, hosted by the Monmouthshire Sports Development Team in January, and engaged with 85 young people from all four secondary schools aged 11-14.



Monmouthshire @MonmouthshireCC · Jan 30

Brilliant to see young people having their say on the **Monmouthshire Budget 19/20**

A great informative session. Thanks to all involved..@MonSportDev @p9sul @willmc21

@KingHenrySchool
@LearnWithMCS
@CaldicotSchool
@chepstowschool

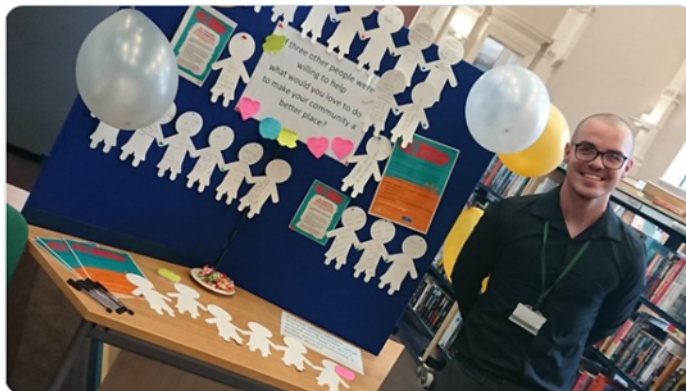


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Joe Skidmore @joeskidmore · 15 Mar

Come and see us today in Monmouth Hub @MonCCHUBS and have a chat about how you can help shape the type of community you'd love to be a part of @MonshireACTS #community



💬 🔄 3 ❤️ 7 📤

The Council's Community & Partnerships Development Team is committed to building sustainable and resilient communities through partnership working and taking an asset-based approach. The team work to enable the PSB Partner organisations and the community to come closer together to ensure the five ways of working, under the Well-being of Future Generations Act, are at the heart of the work the PSB and Council is driving

forward. In the last year, the team have undertaken a county-wide road-show called 'Big Ideas', which allowed them to go out across the county meeting and talking to members of the public and the wider community about the things that matter to them. Taking an asset-based approach people were asked 'if three other people were willing to help, what would you like to do to make your community even better?' The response to this has been extremely positive, with community members coming forward

with ideas and projects that they felt passionately enough about, they would be willing to get involved and help to develop further. This piece of work has been recognised by the PSB who are keen to capitalise on this by growing and supporting active citizenship throughout the county. The 'Big ideas' captured through this engagement may only be 'seed' ideas, but with PSB partners ability to support, unlock and enable communities to take action on the things that matter to them, they could become key to how we can grow a resilient and resourceful county for years to come.

ONS Measuring National well-being programme

The Office of National Statistic's Measuring National Well-being programme assesses personal well-being as part of the Annual Population Survey. They survey asks the questions:

- Life Satisfaction - Overall, how satisfied are you with your life nowadays?
- Worthwhile - Overall, to what extent do you feel that the things you do in your life are worthwhile?
- Happiness - Overall, how happy did you feel yesterday?
- Anxiety - on a scale where 0 is "not at all anxious" and 10 is "completely anxious", overall, how anxious did you feel yesterday?

The latest results for Monmouthshire (from 2017/18) for these questions are shown in diagrams 8 below alongside the UK and Wales averages. This shows that Monmouthshire residents' responses are very similar or slightly higher than both the UK and Wales. The Council as part of partnership working through the PSB will continue to review data and evidence on well-being in Monmouthshire and identify appropriate measurements, for example tracking relevant results from the ONS Measuring National Well-being programme, to assess changes over time.



Diagrams 8

Plastic free council

A good example of the council responding to what citizens have told us is the work now being undertaken to reduce single-use plastics. There has been a huge increase in interest in reducing the use of single-use plastics in the last year, which led to the emergence of active and enthusiastic Plastic Free community groups in Abergavenny, Chepstow, Monmouth and Usk in the early months of 2018.

These groups attended the council's Strong Communities Select Committee on the 24th May 2018 where they ably presented the case for reducing single use plastics and outlined the work they are doing in their own towns. As a result of their presentations, the committee recommended that the Council work towards becoming a 'plastic free county' through reducing single use plastics, in line with the Plastic Free Coastline campaign run by Surfers Against Sewage. This was endorsed by County Council in June 2018. This is a good example of citizens working hard at a local level on an important issue, and the council engaging with these groups to make a difference. We continue to support Plastic-Free community groups and litter champions and work together in partnership on lots of projects.



Climate emergency



In a similar way to Plastic Free, Monmouthshire County Council has responded to the views of citizens by declaring a climate emergency. From December 2018, community groups who form part of Monmouthshire's Community Climate Champions network lobbied the council to declare a climate emergency. Members were keen to hear from members of the public and from officers to better understand the urgency of climate change and what measures can be taken, so a seminar for Elected Members was held in April 2019. Members heard powerful presentations

from local children and community, as well as information from officers about what work is already underway to reduce carbon emissions. In May 2019 Council unanimously agreed to declare a climate emergency, and workshops have been taking place over the summer to develop an action plan setting out how we will reduce our emissions.

Appendix 1 – Further areas that informed the 2018/19 Priority Goals

The table demonstrates how each of the Monmouthshire County Council five priority goals contribute to the national well-being goals. Every well-being goal is directly contributed to by at least two of our priority goals.

Monmouthshire Council priority goal (Well-being Objectives)	Contribution of Well-being Objectives to Well-being Goals						
	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Wales of cohesive communities	vibrant culture and thriving Welsh Language	Globally responsible Wales
The best possible start in life	✓		✓	✓		✓	
Lifelong well-being	✓	✓	✓	✓	✓		
Maximise the Potential of the natural and built environment	✓	✓	✓		✓	✓	✓
Thriving and well-connected county	✓	✓	✓	✓	✓		✓
Future-focused Council	✓	✓			✓		✓

Improvement Objectives

The council is still required under the Local Government (Wales) Measure 2009 to set annual Improvement Objectives and to produce an improvement plan. In order to deliver sustainable development, the council recognised that the setting of wellbeing objectives needed to be at the heart of the council's improvement framework and therefore, the two requirements were combined when setting the five priority goals in the Corporate Plan 2017-2022, which also serve as the Council's well-being objectives.

Social Services and Well-being Act and Safeguarding

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

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

We have aligned our approach to this legislation with the Future Generations Act as they are strongly related and have a number of common features, such as a strong emphasis on prevention and integrated approaches. A Population Needs Assessment was carried out and provided an assessment of needs and priorities for health and social care within the Greater Gwent Region over a 3 - 5 year period. Regional priorities were subsequently identified and developed into a regional area plan in 2018.

In Monmouthshire, responsibility for well-being and safeguarding is everyone's business. Services have a clear responsibility for ensuring the safeguarding and wellbeing of adults, children and young people.

Equality and Diversity

The council has a long-standing commitment to equality and diversity and under the Equality Act 2010, has to produce a Strategic Equality Plan. A second plan was published in April 2016 and sets the council's objectives to ensure we deliver better outcomes for people with protected characteristics: race, disability, sex, sexual orientation, gender re-assignment, marriage and civil partnership, pregnancy and maternity, and age. This is clearly aligned with the well-being goals set by Welsh Government but above all, it is important to us as it is the right thing to do. Annual monitoring reports provide updates on progress on the action plans in the Strategic Equality Plan and evidence good practice being carried out across the council departments.

The Welsh Language

The authority recognises that Welsh language is central to the goals introduced as part of the WFG Act, particularly for our contribution to a Wales of vibrant culture and thriving Welsh language. It also helps Welsh Government reach the target of having a million Welsh speakers by 2050 (Wales 2050).

The Welsh Language (Wales) Measure 2011, and accompanying Welsh Language standards, place a legal duty on councils to promote the Welsh Language and provide services to the public through the medium of Welsh. The council has been allocated 175 standards that we are required to comply with. This is a significant challenge but systems have been put in place in divisions to ensure compliance. One of the Standards set was to write a Welsh Language Strategy for 2017 – 2022, which sets out a vision of how Welsh language will look in Monmouthshire in 5 years, and is accompanied by targets to help achieve that vision. Annual monitoring reports reflect the Council’s progress on its Welsh language commitments under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards.

In 2012, Welsh Government produced a new strategy known as “More than words”. This requires us, as a care provider, to ask people whether they want services through the medium of Welsh (known as the “Active Offer”).

Other important requirements

The Future Generations Act sets out a number of further areas to consider when setting the well-being objectives; these included:

- United Nations Convention on the Rights of the Child, which sets out the civil, political, economic, social and cultural rights of children.
- Poverty - the well-being assessment identifies there is inequality between communities and within communities in Monmouthshire.
- Biodiversity and Resilience of Ecosystems Duty - Section 6 of the Environment (Wales) Act 2016 places a duty on public authorities to seek to maintain and enhance biodiversity where it is within the proper exercise of their functions.

Appendix 2 – Glossary

We try to avoid the use of jargon. However we recognise that we sometimes use these when they are commonly used in the media or are likely to be understood by informed readers. Some of those that crop up in this plan are listed below:

CIW	Care Inspectorate Wales who register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales
Estyn	Inspectorate for Education and Training in Wales who inspect quality and standards in education and training in Wales.
PSB	Public Service Board. This is a group of the main public sector service providers in Monmouthshire
WAO	Wales Audit Office. They are responsible for overseeing how public money is spent and are the council’s regulators

Please let us know what you think of this plan and whether it is clearly written by e-mailing us at improvement@monmouthshire.gov.uk or writing to Matthew Gatehouse, Head of Policy and Governance, Monmouthshire County Council, County Hall, Usk, NP15 1GA

Feedback

We are always interested to know what you think about our services and our priority goals. You can complete this form and return it to us via e-mail or post, or get in touch using the details below.

1. Do you agree that the priority goals identified were the right areas for us to focus on?


	Yes	No	Not sure	Comments
Priority Goal A				
Priority Goal B				
Priority Goal C				
Priority Goal D				
Priority Goal E				

2. Is there anything else that you think should be a Priority Goal in the future? Please tell us here.

3. We're interested to know what you thought of our plan. Please let us know:

	Yes	No	Not sure	Comments
Was it easy to understand?				
Was the content informative?				
Would you like to see additional information in future plans?				

 improvement@monmouthshire.gov.uk

 Matthew Gatehouse, Head of Policy and Governance, Monmouthshire County Council,
County Hall, Usk, NP15 1GA

 @MonmouthshireCC

¹ Sport Wales, School Sport Survey data <http://sport.wales/research--policy/surveys-and-statistics/statistics.aspx>

² Careers Wales, Annual Survey of School Leavers <http://destinations.careerswales.com/>

³ Stats Wales, Gross Value Added <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Regional-Accounts/Gross-Value-Added-GDP>

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- ⁴ Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ⁵ Stats Wales, Average (median) gross weekly earnings <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Earnings>
- ⁶ Stats Wales, Active Business Enterprises <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/Businesses/Business-Demography>
- ⁷ Monmouthshire County Council, Joint Housing Land Availability Study, <https://www.monmouthshire.gov.uk/planning-policy/housing-land-supply>
- ⁸ The total economic impact of tourism, STEAM data. The economic impact of Tourism is indexed each year.
- ⁹ National Indicator for the Well-being of Future Generations Act, <https://gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>
- ¹⁰ As part of the requirements under the Active Travel (Wales) Act, the Council has established Integrated Network Maps setting out the Council's plans for improving active travel routes, <https://www.monmouthshire.gov.uk/the-active-travel-act>
- ¹¹ Stats Wales, Air quality <https://statswales.gov.wales/Catalogue/Environment-and-Countryside/Air-Quality>
- ¹² Stats Wales, National Survey for Wales <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Sport-and-Recreation/percentageofpeoplewhoparticipateinsport3ormoretimesaweek-by-localauthority-year>
- ¹³ National Indicator for the Well-being of Future Generations Act, <https://gweddill.gov.wales/topics/people-and-communities/people/future-generations-act/national-indicators/?lang=en>
- ¹⁴ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales/Well-being-and-Finances/percentageofpeoplewhovolunteer-by-age>
- ¹⁵ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>
- ¹⁶ Stats Wales, National Survey for Wales, <https://statswales.gov.wales/Catalogue/National-Survey-for-Wales>



SUBJECT:	Capital Additions 2019-20 and Strategy Approval
DIRECTORATE:	Resources
MEETING:	Council
DATE:	19th September 2019

1 Purpose

1.1 The purpose of this strategy document is threefold:

- to add fully funded specific schemes to 2019-20 capital programme,
- to seek an exemption from the Constitution that states that any additions can only be approved by full Council,
- and to approve 2019-20 capital strategy.

2 Recommendations

2.1 To approve the additions of the schemes identified in resourcing section.

2.2 To approve a change to the Constitution whereby in future Cabinet can approve the addition of capital schemes where they are fully funded either from grant receipts or utilise 100% Section 106 funding in line with any requirements in the relevant Section 106 agreement.

2.3 To review and accept the Capital Strategy (appendix 1) for the forthcoming year.

2.4 To recognise that this is the first year that all these disciplines have been brought together in a combined Capital Strategy and that it may need to evolve as best practice becomes apparent.

3 Context

3.1 The current Constitution provides adequate guidance on the administration of capital budgetary adjustments. This affects movements between previously approved capital projects but the Constitution allows no delegation to add any new items to the capital programme, so all decisions must be made by full Council.

“the capital programme is drawn up by the Cabinet and approved by the full Council and contains details of approved expenditure on capital schemes.”

- 3.2 The Monitoring Officer is currently reviewing the detail of Constitution to ensure it remains responsive and appropriate, and agreement to revised recommendation will be reflected in revised Constitution in due course.
- 3.3 Increasingly the Council is receiving ad hoc capital grant, for example, from Welsh Government after the start of the financial year. Consequently it is impossible to get those equivalent schemes approved by full Council in its consideration of the initial capital MTFP. They are also sporadic in nature, which makes it difficult to plan for adequate full Council time to arrange their inclusion. These schemes introduce no additional financial risk to the Council or undermine the financial planning agreed with Members as they are 100% funded.
- 3.4 It is proposed to revise Constitution to allow Cabinet to consider the addition of 100% grant backed or 100% section 106 funded schemes through the periodic monitoring report rather than omit from monitoring until full Council has approved the addition. The reporting will be explicit on whether the additional funding can be used to replace existing funding or highly prescriptive to particular projects.

4 Capital Strategy

- 4.1 The 2004 Prudential code for Capital finance in Local Authorities was updated in 2017 as the Local Authority environment has changed a lot in thirteen years. The reduction in financial support to Local Authorities from Central Government now appears to be here for the long term, due to the level of austerity in the United Kingdom and much of the world in the current economic climate. The resultant stretching of resources has led to maintenance backlogs for assets that Local Authorities rely on to provide public services, an increased reliance on the acquisition of assets to earn income to supplement revenue budgets, and the consideration of increasingly complex management structures to derive more cost effective service delivery.
- 4.1 The Authority's Capital Strategy is required to define at a high level, how the Authority ensures its capital plans contribute to the provision of local public services; are affordable, prudent and sustainable; are developed with a full understanding of the risks involved; are appropriate for the Authority and suit local circumstances and that they have due regard for the long run financing implications and risks to the Authority.
- 4.2 Members may recall an initial Capital Strategy "preparedness" report was produced alongside Capital Medium Term Financial Plan and subsequently considered by in December 2018. This has been subsequently shared with Asset Management working group members for review.
- 4.3 This Capital Strategy reflects any adjustments made and outlines the processes for identifying and managing the pressures on limited capital resources and the revenue consequences of those capital decisions. It defines the key relevant controls and limits across the areas of Treasury management, Asset Management, Commercial objectives, Property Maintenance, Capital Budget setting & Capital Finance which need to be managed in a joined up way in order to best address these issues.

5 Reasons

The Authority is required to produce a Capital Strategy to satisfy the requirements of the Prudential Code of Capital Finance 2017. Many elements of the Strategy are already in place. It is expected that the process of producing a strategy and following it will improve the process of managing the Authorities assets both treasury and non-treasury and will help the Authority to be more efficient and focused.

6 Resource Implications

- 6.1 The following schemes are financed 100% by grant or section 106 resourcing and are proposed to be added to 2019-20 capital programme.

Enterprise Directorate

- 6.2 Under WG's transport grant conditions, MCC can bid for further funding for LTF, ATF, LTNF, SRIC and RSC schemes to progress further stages of schemes already in existence. All schemes within the LTF/LTNF/ATF/SRIC categories needed to be in priority order. WG issued guidance in early December 2018, and bids had to be submitted by 20 January 2019. WG grant letters were received on 16 May 2019. Table 1 shows the bids submitted and the awards that have resulted.

Code	Item	Grant financing	Purpose /reason
Existing	Abergavenny town centre	£308,000	The 2019-20 award acknowledges slippage of 2018-19 sc106 funding previously allocated to the project
New	Chepstow transport study	£50,000	
Existing	Caldicot town centre -	£50,000	Delivery of The Cross element and development of Church Rd bid
New	Monmouth town centre –	£425,000	Improving the walking and cycling environment along Upper Monnow St, Agincourt Sq., Priory St
Existing	Grass routes vehicles	£182,000	
Existing	Severn Tunnel Junction Park & ride –	£615,000	Development and design phase
New	Active travel core allocation –	£165,000	Survey, feasibility & design
Existing	Abergavenny-Llanfoist Bridge –	£50,000	Grant restricted to anticipation of FRAP appeal costs
Existing	Chepstow Bulwark 20mph	£75,150	
	Total	1,920,000	

In-Year Virement approvals.

6.4 Since the start of the year there has been a need to move some funding between projects to better align budgets with actual spend and to assist with improving the month 2 monitoring position. Some of these virements require member approval and are listed in the table below. These would normally go to ICMD but are significant in a number of cases to change the use of full Council agreed projects. So the report is being used to more transparently indicate intent.

Code	Description	From/To	Reason
97342	Carriageway Resurfacing – Various	-519,000	
97390	Waste Recycling Bags	115,000	To support Revenue Month 2 recovery plan
98064	Major Component Replacement	50,000	To support Revenue Month 2 recovery plan
95178	Site Enhancement Works – Various	27,000	To support Revenue Month 2 recovery plan
95177	Ceiling, Flooring & Heating Enhancement	100,000	To support Revenue Month 2 recovery plan
96631	Laptops	100,000	To support Revenue Month 2 recovery plan
97383	Caldicot Cross Destination	127,000	Council's match funding element as per Cabinet report 8/11/2018
97383	Caldicot Cross Destination	112,847	Sc106 funding (ASDA Caldicot Playing Fields)
97383	Caldicot Cross Destination	607,050	Grant funding
90321	Abergavenny Community Hub Development	-80,000	The Com Hub budget presumed an element be used on Borough Theatre
90330	Abergavenny Borough Theatre Works	80,000	To separately identify Borough theatre element of funding for Arts Council for Wales grant purposes
90330	Abergavenny Borough Theatre Works	210,990	Borough Theatre Improvements – Arts Council for Wales grant
98851	New Car Park Ticket Machines	-33,706	
97391	OLEV - Residential Charge point Scheme	33,706	To provide match funding for OLEV Charging point grant.
97391	OLEV - Residential Charge point Scheme	101,122	Grant funding
Total		1,032,009	

6.5 Children & Young People Directorate

The additional grant funding has been provided by Welsh Government, without match funding, to facilitate additional educational provision.

Code	Description	Amount	Reason
New	Future Schools Tranche B, feasibility and design works	700,000	65% WG funding, 35% MCC from capital receipts temporarily, but financed ultimately from prudential borrowing volunteered to 2020-24 revenue MTFP
New	Archbishop Rowan Williams Primary School – nursery provision	619,000	WG 100% grant funded
New	Trellech Primary School – nursery provision	640,000	WG 100% grant funded
New	Caldicot Primary School cluster – additional classroom and early years provision	463,318	WG 100% grant funded
New	Monmouth Welsh medium primary school	1,640,000	WG 100% grant funded
New	Small Schemes	200,000	WG 100% grant funded
New	Monmouth area nursery provision	478,000	WG 100% grant funded
Total		4,740,318	

6.6 Social Care & Health Directorate

SCH has received £80,000 to facilitate the movement from its own bespoke IT system (FLO and PLANT) to a standardised product across Welsh Councils that better integrates with Health based systems. The nature of the spending is a mixture of capital and revenue spending. £65k is likely to reflect the value of IT application, but it is proposed to treat as a revenue administered project.

Overall

- 6.7 To assist members in understanding the extent of volatility introduced to the capital programme by ad hoc in year grant awards, the combined effect of additional grant funding is circa £7.4 million.

7 **Equality and Future Generations Evaluation (including social justice, safeguarding and corporate parenting)**

There is no equality and future generations impacts arising directly from the introduction of this statutory requirement. Future generations assessments will continue to be undertaken on capital programme mtfp budget report as previously. The purpose of the Capital Strategy is broadly associated with sustainability aspects of Future Generations assessment and requirement is to more closely align capital resourcing to need into the medium term.

- 7.1 There are no obvious social justice, safeguarding or corporate parenting aspects arising directly from this report

8 Consultees

Members and SLT through the previous Capital Strategy preparedness assessment included with 2019/20 capital programme

Asset Management working group

Director of Resources

Head of Commercial and Integrated Landlord Services

Group Engineer – Highways

9 Background Papers

Appendix 1 – Capital Strategy

10 Author

Mark Howcroft – Assistant Head of Finance

11 Contact Details

Tel: (01633) 644740

Email: markhowcroft@monmouthshire.gov.uk

Appendix 1 – CAPITAL STRATEGY 2019/20

1 Purpose of Strategy

- 1.1 The Authority's Capital Strategy is required to define at a high level,
- how the Authority ensures its capital plans contribute to the provision of local public services;
 - are affordable, prudent and sustainable;
 - are developed with a full understanding of the risks involved;
 - are appropriate for the Authority and suit local circumstances
 - and that they have due regard for the long run financing implications and risks to the Authority.
- 1.2 This Capital Strategy outlines the processes for identifying and managing the pressures on finite capital resources and the revenue consequences of those capital decisions. It defines the key relevant controls and limits across the areas of Treasury management, Asset Management, Commercial objectives, Property Maintenance, Capital Budget setting & financing which needs to be managed in a joined up way in order to best address these issues.
- 1.3 To a certain extent, the Council's capital strategy can be regarded as the "binder", that brings together a variety of strategies already in place e.g. asset management strategy, treasury strategy, disposals strategy, commercial investments approach etc., and where such occurs the link with that other strategy is highlighted.

2 Glossary of terms

Capital accounting is an area which traditionally involves the use of precise technical terms. The following glossary is provided as a foreword to assist Members in their understanding of the detail of proposed Strategy.

- 2.1 **Capital expenditure** is defined as where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies and loans and grants to other bodies enabling them to buy assets. To meet capital definitions such expenditure needs to either create an asset, significantly extend its useful life or significant enhance its use. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 do not need to be capitalised if charged to revenue in year.
- 2.2 **Capital receipts and disposals** When capital assets are sold, the proceeds, known as capital receipts, can only be used to finance capital expenditure or following the capitalisation directive can extraordinarily be used for service re-design aspects, redundancies etc. 3rd party loan and investments repayment are treated capital receipts where the original expenditure met capital definitions.

- 2.3 **Set aside of capital receipts.** Capital receipts can be used to finance new capital expenditure, to replace debt financing already in the capital program or to replace debt financing applied in earlier years. This reduces the Council's capital financing requirement (CFR). This is known as the set-aside of capital receipts and reduces future years' MRP (Minimum revenue provision) repayments, part of the cost of debt in revenue.
- 2.4 **Capital Financing Requirement.** The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and set-aside of capital receipts used to replace debt. The capital financing requirement isn't affected by capital expenditure afforded by receipts, grants or direct revenue financing.
- 2.5 **Debt (Supported and unsupported borrowing).** Welsh Government in their annual settlement calculation provide a degree of funding to assist with affording borrowing decisions. Any loans afforded through this route is termed "supported" borrowing. Councils will also afford extra "prudential" borrowing as part of business case evaluations, by allocating sufficient resources within their annual revenue budget to repay such debt. This is termed "unsupported" borrowing. Both sources make up the Council's debt position.
- 2.6 **Minimum Revenue Provision** Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by financing from revenue which is known as Minimum revenue provision (MRP).
- 2.7 **Council Fund reserve.** At the end of each financial year, as a result of the difference between expenditure and income levels, the Council experiences a revenue surplus, breakeven or deficit position. These annual positions are amalgamated into the Council Fund reserve. From a prudent financial planning point of view, the Council fund, together with the net effect of schools reserves constitute the level of reserve resourcing available to deal with unanticipated financial contingencies. Members traditionally ascribe to this level being between 4%-6% of net expenditure budget.
- 2.8 **Earmarked reserves.** Conversely earmarked reserves are those created and held for a specific purpose e.g. trading positions, insurance provisions, and IT reserve. They do play their part in the prudent financial management, in mitigating volatility in activity between years, but as the use of them is for a specific purpose, these balance levels aren't included in general financial contingency planning assumptions.

3 The "new" Prudential Code

- 3.1 The Prudential Code 'Guidance Notes for Practitioners 2018' requires a framework to be established to support:
- Local strategic planning
 - Local asset management planning

- Proper option appraisal

3.2 The objectives of the Prudential Code are to provide a framework for local authority capital finance that will ensure for individual local authorities that:

- Capital expenditure and investment plans are affordable
- All external borrowing and other long-term liabilities are within prudent and sustainable levels
- Treasury management and other investment decisions are taken in accordance with professional good practice

And that in taking decisions in relation to these bullet points that the local authority is accountable, by providing a clear and transparent framework.

3.3 Ironically in exceptional circumstances, the objective of the Prudential Code is to provide a framework that will demonstrate that there is a danger of not ensuring the above, so that the authority can take timely remedial action.

4 Capital Expenditure Management

4.1 The Code requires the Capital strategy to set out the long term context for capital expenditure decisions.

Property asset management

4.2 The Corporate Landlord Division of Resources Directorate is the custodian of the Council's asset management strategy in place, to ensure that the assets forming the Council's Property Estate continue to meet the needs of the Authority in the long term. As asset lives could be 60 years or more, for practical purposes, expenditure requirements for a minimum of 10 years should be assessed to prevent any deferred repair work increasing the total life costs of the assets. The main elements of the Asset Management strategy which are key to the Capital Strategy are:

- A complete and accurate asset register is held & will be maintained. This will include Land & Buildings, Community assets, Heritage assets, Investment Properties and operational structures such as Sewerage pumping works.
- The required functionality & operational life of assets will be identified as a benchmark for condition assessments (e.g. from Corporate Plan)
- An increasing use of Condition surveys information (5 year rolling programme on key assets) to improve liability and responsibility data and facilitate improved decision making
- Maintenance and major works are identified from the surveys with timings optimised in order to minimise total asset life costs including maintenance and running costs
- Health and Safety works are flagged as a priority

- The Capital and Revenue spend levels per year will be identified and fed into the budget setting processes with the aim of not deferring spend which would increase extent of emergency works and total life costs.
- Where costs and/or timing cannot be predicted with a reasonably high level of certainty an average forecast cost / timing should be used for planning purposes. Where the likelihood of occurrence as well as cost is highly uncertain, accounting good practice advocates a contingency plan should be put in place e.g. a preliminary design & program of works prepared, the required budget spread over several years and an earmarked reserve built up from annual repair budget
- Where an asset is held purely to generate income, as part of the business case, the recurrent expenditure required on those assets to maximise net income, will be identified and proposed for addition to budgets.
- The cost profile generated from the above process will be fed into the 4 year Capital Budget decision making process.
- Surplus assets and part assets have & will continue to be identified and an option appraisal carried out to determine if the asset should be sold to generate a capital receipt, developed and sold for a higher receipt, used to generate revenue income or transferred to a 3rd party for the benefit of the community. Under any of these scenarios, end of life costs will need to be more transparently determined and budgeted.

4.3 The Council's asset management strategy was last submitted to Council on the 10th May 2018. Increasingly this will need to be a "live" document updated for periodic survey information.

Infrastructure assets management

4.4 Unlike property assets, Infrastructure assets are managed by Operations Division of Enterprise Directorate. They will still need to assess what expenditure is required over a minimum of 10 years to minimise the total life cost of their assets. To ensure that the Highways Network and other Infrastructure assets held by the Authority continue to meet the long term needs of the County and the Authority, the Authority will:

- Maintain a complete and accurate asset register for Highways Network Assets & any other assets maintained by the Operations team including adjacent land, flood alleviation facilities and substations. The Council's infrastructure database hasn't historically had the same corporate importance as the property asset register, as it isn't used to substantiate data or support revaluations in the annual statement of accounts. An exercise will be necessary to confirm quality of data within the Highways system to support 10 year reporting of works.
- For the majority of these assets, the expectation is for necessary repairs and maintenance to keep the assets in working condition for the foreseeable future i.e. well beyond 10 years. If this is not the case, the required operational life should be recorded.

- The minimum acceptable level of condition must be defined for each asset or part asset. This is likely to be the level of condition below which lifecycle costs start to increase.
- Service officers have traditionally forecast a backlog of highways repair of circa £80m, but without explicit review. Condition surveys are carried out periodically, by a mixture of Scrim testing (skid resistance) or inspections at a predefined frequency dependent upon the type of road so deterioration of assets below the minimum standard is documented and can be forecast. This information will also be used to indicate if the number of assets falling below the minimum standard is increasing year on year indicating that budgets available need to be increased. The impact of varying budgets over the last 10 years should also be investigated to inform this process.
- Traffic & pedestrian surveys will be carried out at a periodically to better assess the future life of the assets. It is acknowledged that weather has a significant impact on the life of assets and that weather patterns are changing. This cannot be controlled but must be taken into account.
- Ensure that Health and Safety works are prioritised.
- One off major works expected to be required will also be identified with a latest completion date and estimated cost. This may include large one offs which are outside the normal workload of the Operations & Design teams.
- The maintenance and major works required on an annual basis to minimise total asset life costs are identified from the surveys and used to propose budgets required for budget setting for the next 10 years. The impact on total life costs, should sufficient budget not be allocated, should also be reported to members to inform decision making, as an improvement to simply identifying an unsubstantiated backlog of repairs.
- Where costs and/or timing cannot be predicted with a high level of certainty, (similar to property assets), an average forecast cost / frequency for groups of similar assets is advocated, and use of contributions to earmarked reserve encouraged to afford the volatility of as yet unquantified significant one off future works,

Investments for Service Purposes

- 4.5 The Council has historically incurred the majority of its capital expenditure on the assets required to provide its services such as schools and offices.
- 4.6 But it may also invest in other entities in order to benefit communities or businesses. This may include making loans or (more recently) considering taking an equity interest in local bodies or the Council's subsidiaries & joint ventures which in turn contribute to services to Monmouthshire residents. It may also include providing guarantees to other bodies. In light of the public service objective, the Council traditionally is willing to take more risk on these

investments than it would with treasury investments, which are more highly regulated, however any such arrangement should only be entered into if such investments are assessed to break even after all costs are taken into account or if the benefits of the scheme are considered to be worth the net cost.

- 4.6 **Governance:** Decisions on service related investments (e.g. vibrant homes loans afforded through WG repayable grant or economic development loans) can be made by the relevant service manager provided a 100% loss can be covered by the managers existing budgets. Should additional budget/funding be required in the event of a default, then before making the service expense/investment, the Head of Finance is required to be consulted and where member approval is felt necessary that the details and risks involved presented to Cabinet for approval. The criteria and limits laid down in the strategy for treasury Investments can be used as a comparator to measure risks against. Most loans and shares are capital expenditure and unless undertaken through the Commercial Investment delegation to Investment Committee, such decision require approval of full Council to be added to the capital programme.
- 4.7 A list of investments for service purposes including loans and guarantees will be maintained by the Treasury team and added to the Capital Strategy going forward. They will be assessed at least annually and reported as part of the annual accounts and include:
- £40,000 of seed share capital was provided to SRS Business Solutions Ltd in 2011/12 alongside an equal amount from Torfaen County Borough Council
 - One foster carer loan, under £15,000 is expected to be outstanding at 31st March 2019
 - Low cost home ownership equity interest. – These are effectively soft loans, but an exercise is proposed to review accounting treatment to potentially bring onto Council Balance sheet. The conclusion of that review will be reported through 2020-21 capital strategy.

Commercial Activities

- 4.8 With central government financial support for local public services declining, the Council has started to invest in commercial property and other commercial investments largely for financial gain. Early in 2017/18 the Authority completed the construction of a Solar Farm for £5m, which provides a net return per year after all costs of 3.4%. In 2018/19 the Council purchased a large unit on a local business park for £8m with a forecast return after all costs of 2.1%, and Newport Leisure Park for £21m (estimate annual return 2.06% after financing). The ultimate aim approved by Council was for a holistic combined portfolio of £50m acquisitions. The remaining £21m has been profiled equally into 2019-20 and 2020-21 capital programmes.
- 4.9 The new Commercial investments (2016 onwards) will be revalued at least annually as part of the ongoing review of the Commercial investment portfolio, and the performance of these assets captured quarterly through the service planning returns of Corporate Landlord service. A collective report into the performance of Commercial Investments against related business cases will also be presented to Audit Committee annually.

- 4.10 Assets acquired historically which are now held only for commercial gain had a total value of £40m at 31/3/18 providing a net return after all costs of 1.5%. Reviews of this historic portfolio are planned to ensure all risks, including of poor returns and also opportunities are evaluated and acted upon.
- 4.11 The historic Investment property portfolio is valued with sufficient frequency to ensure that the value in the Authority's accounts is materially correct each year and that any assets with a higher alternative use valuation are identified in the annual valuation process to assist with the optimisation of total returns.
- 4.12 With financial return being the main objective, the Council accepts higher risk on commercial investments than with treasury investments. Risk exposures for property investments include a fall in capital value, vacancies, poor tenant performance, rent increases below inflation, lack of market appeal/obsolescence/cost to rectify and changes in legislation. For other non-treasury investments such as loans and equity, risks also include – fall in market value, poor repayment performance, insolvency/costs of debt recovery. The Council has adopted a very prudent approach to the financial management of its commercial assets, in ensuring that business cases are predicated not only on affording the related borrowing before providing a net return to assist with revenue budget setting. It has also elected to treat such investments as capital expenditure and incur an explicit annual minimum revenue provision in affording the related borrowing, whereas draft WG guidance suggests a flexibility to defer financing consideration when property is sold, providing that the selling price can reasonably be anticipated to be greater than purchase price.
- 4.13 To date, commercial investments have focused on property acquisition so the risks are managed by corporate landlord service assisted by external professionals where necessary. They will manage asset maintenance and the tenant/landlord interface including collecting income. They will review cashflows and assess/forecast the value, quality and diversity of the investments in order to propose any modifications required to the portfolio to increase return and/or reduce risk. In order that commercial investments remain proportionate to the size of the authority, this batch of new investments is currently subject to a £50m limit during 2018/19-2020/21. Council have approved this amount subject to the financial limits and controls described in the Asset Management Strategy (Investment Policy appendix).
- 4.14 In the event that a property holding is deemed to be underperforming or fails to meet the related debt repayment costs, a review will be undertaken to see if it is possible to
- Retain the asset and increase net returns
 - Dispose of the asset at a net profit compared to purchase price
 - Retain the asset for future capital gains
 - Maximise return on capital in another way
- 4.15 The Authority will continue to identify any of its historical investment properties which could provide a valuable capital receipt over and above the value to the Authority of holding the asset.

- 4.16 The responsibility and accountability to manage the risks associated with any non-property related commercial investments will rest with the service that has advocated the investment case, and they will retain the responsibility to update Investment Committee periodically with performance against the business case presented, and assist in the annual report preparation to audit committee.
- 4.17 **Governance:** Decisions on commercial investments are made by the Investment Committee (non-treasury) in line with the criteria and limits within the Asset Management Strategy, Asset Investment Policy and other supporting documents, approved by Council on 10th May 2018. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.
- 4.18 Further details of the selection process for commercial investments, the limits agreed with Council and details of the identification and management of the risks associated with commercial investments are in the Asset Management Strategy, Asset Investment Policy and other supporting documents.

Other assets

- 4.19 In addition to the Council Property Estate and the Infrastructure Assets, the Authority also owns and rents Heritage Assets, Vehicles and Plant & Equipment:
- 4.20 Currently no formal review is undertaken to confirm the benefit of retaining the Heritage assets portfolio. The introduction of capital strategy applies a more regular assessment of need against liability. This is proposed to be an increasing element of asset management plan, and as a minimum it is proposed to adopt a formal 5 year review period.
- 4.21 The Vehicles and Plant, both owned and leased, are reviewed regularly by the Head of Finance in conjunction with the Transport Manager to minimise total life costs.

5 Implied Limit on Capital Expenditure (capital financing restrictions)

- 5.1 Capital expenditure has to be financed. The available sources of financing include
- Grants/External contributions – these should be maximised but opportunities are tend to be limited and specific to particular projects
 - Capital Support Grant – this is fixed by the Welsh Assembly, is finite, but is at discretion of Council how it is used.
 - Reserve/revenue funding – the Authority currently forecasts Earmarked and Total Council fund reserves to be £5.8m and £7.3m at 31st March 2020 (predicated on resolving £2.5m net revenue deficit at period 1 2019-20 monitoring report). Of the Earmarked reserves, only £1.7m of is not already provisionally allocated, so this is a limited source of capital financing

- Capital receipts - £16m of receipts are forecast to be generated between 2019/20-2022/23 on top of the £4m held at 31st March 2019. Of these, £5m has been allocated to finance capital expenditure in 19/20 and in the 19/20 capital mtfp window so £15m is forecast to become available to fund new schemes over the forthcoming period.
- Borrowing is often the only source of funding available once the limited resources above have been exhausted. In the current economic environment, with interest rates low, borrowing is a cheaper source of financing than 10 years ago, but it only delays the need to finance capital expenditure as borrowing has to be repaid in the form of interest and Minimum Revenue Provision from revenue budgets
- The Capital Financing Requirement (CFR) is the cumulative amount that the Authority has spent since it was founded on borrowing funded capital schemes that has not yet been funded. This is forecast to be £211m at 31st March 2020, excluding any borrowing for 21C schools band B or Crick Road Care home.
- The Authority’s forecast net borrowing position, £203m at 31st March 2020 is lower than the CFR level as the Authority expects to have surplus cash from working capital that it can use temporarily to fund the difference – as per Treasury strategy approval. This approach is commonly known as “internal” borrowing.
- The amount allocated to Minimum Revenue Provision (MRP) in the revenue budget, £4.5m for 2019/20, is the way that the CFR is funded over future years. The Revenue account also has to pay the interest on outstanding external debt, £3.5m for 2019/20
- Further information on Capital Financing can be found at Section 7.

6 Capital Disposals and Receipts

- 6.1 Any assets which are surplus will be identified for possible sale/ income generation in consultation with the Estates department. The procedures governing disposals are captured in the Council’s Surplus asset disposal policy.
- 6.2 The Council anticipates the following capital receipts in the forthcoming financial years as follows:

Capital receipts

	2018/19 actual £m	2019/20 forecast £m	2020/21 forecast £m	2021/22 forecast £m	2022/23 forecast £m
Asset sales	9.3	8.2	6.3	1.1	0.1

- 6.3 Further specific details of planned asset disposals are included in the annual Capital MTFP deliberated by Members, with specific sales proposals being an exempt appendix from public reporting requirements due to potential to compromise receipt maximisation.
- 6.4 Traditionally receipts have been earmarked to Future schools affordability. In a change from previous practice, whilst the Council has further Future schools aspirations, it is not proposed to advocate a similar approach to members in respect of tranche B. Schools based assets commonly have a useful life of 50 years +, and as such traditional long term loan funding can be sourced at competitive rates with limited annual revenue volatility. The Council derives greater revenue benefit by using capital receipts in affording replacement of short life assets, given the avoidance of proportionately more significant minimum revenue provision. This will also provide temporary headroom for re-introduction of health & safety assessment and feasibility works to derive proposed capital project certainty. Both aspects of expenditure would instead be afforded by resultant schemes if the projects are agreed by members.

7 Capital Financing

7.1 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the capital expenditure is indicated in the table below:

Capital financing in £ millions

	2018/19 actual	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget
External sources	16.8	7.9	1.4	1.4	1.4
Own resources	8.8	3.0	0.6	0.6	0.6
Debt	44.6	30.0	20.4	3.9	3.9
TOTAL	64.2	40.9	22.4	5.9	5.9

7.2 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by financing from revenue which is known as Minimum revenue provision (MRP). The proposed MRP and Set-aside resultant from debt decisions are as follows:

Replacement of debt finance in £ millions

	2018/19 actual	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget
MRP	4.4	4.7	5.3	5.1	5.6
Set-aside of Capital receipts	0.0 *	0.0	0.0	0.0	0.0
Total	4.4	4.7	5.3	5.1	5.6

7.3 The Council's minimum revenue provision policy should remain prudent and not subject to annual change. This policy has been reviewed within last 5 years by Members, and is a feature of the annual treasury management policy received by Audit Committee annually, (Appendix 1 of the Audit Committee report on the 30th January 2019).

- 7.4 The Council's capital financing requirement is expected to increase by £25.1m during 2019/20 (based on the net growth in borrowing (debt) taken to support capital programme). Based on the above expenditure figures for expenditure and use of other forms of financing, the Council's estimated CFR is as follows:

Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.3.2019 actual	31.3.2020 forecast	31.3.2021 forecast	31.3.2022 forecast	31.3.2023 forecast
CFR for Capital expenditure relating to services	156.3	165.0	164.6	164.3	164.0
CFR for Capital investments	30.0	46.5	49.0	48.0	47.0
TOTAL CFR	186.3	211.5	213.6	212.3	211.0

- 7.5 This remains affordable to the Council through the annual budget assessment and the creation of related annual revenue budget for interest and minimum revenue provision liabilities therein.

8 Treasury Management

- 8.1 Treasury management is concerned with ensuring sufficient cash is available to meet the Council's spending obligations, surplus cash being invested until required, while a shortage of cash will be met by borrowing, to avoid the expense of the Authority's bank current account going overdrawn; all the while managing the various risks involved such as credit risk & interest rate risk. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are used to partially offset capital cash shortfalls to reduce overall borrowing. The full Treasury Strategy was presented to Audit Committee on the 30th January 2019.
- 8.2 Based on historic capital expenditure and other cashflow considerations, at the 31st March 2019, the Council had £178m of borrowing at an average interest rate of 2.4% and £20m treasury investments at an average rate of 1.0%.
- 8.3 **Borrowing strategy:** The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in the future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.9%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

8.4 Projected levels of the Council’s total debt (which comprises borrowing, PFI liabilities & finance leases) are shown below, compared with the capital financing requirement above.

Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2019 actual	31.3.2020 forecast	31.3.2021 forecast	31.3.2022 forecast	31.3.2023 forecast
Debt (incl. PFI & leases)	178.3	203.8	200.3	198.3	197.9
Capital Financing Requirement	186.3	211.5	213.6	212.3	211.0

8.5 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. Evidentially, as can be seen in the table above, the Council expects to comply with this in the medium term.

8.6 **Liability benchmark:** This calculation provides a useful comparison between the levels of gross borrowing the Council is currently contractually committed to and the minimum required level of total net external borrowing. At the end of 31st March 2019, this benchmark is expected to be £146.4m and is forecast to rise to £169.1m over the next two years and then fall slightly.

Borrowing and the Liability Benchmark in £ millions

	31.3.2019 actual	31.3.2020 forecast	31.3.2021 forecast	31.3.2022 forecast	31.3.2023 forecast
Committed gross borrowing	178.3	109.6	86.9	78.9	77.0
Forecast investments	(20.3)	(10.0)	(10.0)	(10.0)	(10.0)
Committed borrowing net of forecast investments	158.0	82.2	62.6	54.8	53.1
Minimum level of external borrowing required	158.0	193.1	189.4	187.7	186.7
Shortfall	0.0	93.5	112.5	118.8	119.7

8.7 The table shows that the Council will need to take out additional borrowing of £93.5m by 31st March 2020 in order to have sufficient cash to continue its operations. By 31st March 2020, £16.7m of budgeted property investments are forecast to require long term funding and £59m of current short term loans will have matured and will need replacing.

8.8 **Affordable borrowing limit:** Treasury management requirements also mean that the Council is legally obliged to set and adhere to an affordable borrowing limit “ceiling” (termed the

authorised limit for external debt) each year, plus a lower prudent “operational boundary” designed to act as a warning level that debt levels are approaching the limit.

Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2018/19 limit	2019/20 limit	2020/21 limit	2021/22 limit	2022/23 limit
Authorised limit - borrowing -	203.7	219.9	229.7	227.8	227.4
Authorised limit - PFI and leases	4.5	4.5	4.5	4.5	4.5
Authorised limit - total external debt	208.2	224.4	234.2	232.3	231.9
Operational boundary - borrowing	173.5	189.7	199.5	197.6	197.2
Operational boundary - PFI & leases	3.0	3.0	3.0	3.0	3.0
Operational boundary - total external debt	176.5	192.7	202.5	200.6	200.2

8.9 Additionally, the following additional Indicators/limits are included in the Authority’s Treasury Management Strategy.

- Maturity structure of borrowing
- Credit risk indicator – average credit rating of A-
- Limit of net variable rate debt as a % of total net debt – 50%
- Interest rate exposure risk indicator – a 1% rise/fall in interest rates would be expected to impact on the Authority’s revenue account by £241,000.

These indicators and limits are set to control the level and type of borrowing to reduce refinancing risk, credit risk and interest rate risk.

Further details on borrowing can be found in Section 4 of the treasury management strategy which is at Appendix 2 of the Audit Committee report on the 30th January 2019

8.10 **Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or Commercial investments are not generally considered to be part of treasury management.

Investment of surplus cash has inherent risks for Councils, associated with sustainability of the banking sector. The resourcing of a “failed” bank is known as bail in. Government has instigated changes in bail in arrangements such that individuals are better protected from affording the cost of failure, and reduce the need for governmental intervention. It has advocated the formal splitting of retail and investment banking concerns and charged institutional investors with primary responsibility to afford bank bail in. Council deposits fall within the definition of institutional investments so they derive limited protection should a bank fail. The treasury strategy mitigates this risk by defining which institutions of good standing the Council will invest with, and sets limits as to level of investments made with individual entities/types of entities. The Council’s treasury management strategy seeks to keep invested cash balances low reducing external borrowing which is more cost effective

than chasing investment returns. The main exception to this approach is that the Council is required to demonstrate keeping a £10m investment balance as a condition of being able to obtain professional level advice from its treasury consultants rather than retail level advice.

- 8.11 The Council’s policy on treasury investments is to prioritise security and liquidity over yield, which is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. For money that will be held for longer terms, consideration is given to investing more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund managers makes decisions on which particular investments to buy and the Council may request its money back at short notice. This reduces the risk of default by diversification and the use of dedicated and experienced fund managers and also can increase return.

Treasury management investments

	31.3.2019 actual £m	31.3.2020 forecast £m	31.3.2021 forecast £m	31.3.2022 forecast £m
Near-term investments	18.4	7.0	7.0	7.0
Longer-term investments	2.0	3.0	3.0	3.0
TOTAL	20.4	10.0	10.0	10.0

- 8.12 The management of treasury investments is further detailed in the 2019/20 Treasury Management Strategy Section 5 which is an Appendix to the report taken to Audit Committee on 31st January 2019.
- 8.13 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the S151 Officer or Deputy and their staff, who must act in line with the treasury management strategy currently approved by Members. The strategy is reviewed annually and the 2018/19 strategy was approved by Council on the 6th March 2018. The 2019/20 Strategy was scrutinized by Audit Committee in January 2019 and adopted by full Council on 7th March 2019. In addition mid-year and treasury outturn reports on treasury management activity are presented to Audit Committee which is responsible for scrutinizing treasury management decisions.

9 Controlling Risk

- 9.1 A significant aspect of the Capital strategy is involved with controlling & balancing various risks i.e.
- The credit risk of treasury investments – this is controlled using credit worthy institutions, diversification, limiting maturity, maximising the use of internal borrowing.

- The refinancing risk of treasury investments – controlling the profile of debt maturities.
- The interest rate risk of treasury activities. The Authority has opted to abide by an upper limit for the amount of net variable rate borrowing, but intends to adopt a simpler, more transparent indicator of variable rate borrowing as a proportion of total.
- The risks of providing loans and guarantees for service purposes need to be acknowledged and managed from the outset.
- The risks to the total net return on assets acquired for commercial income are expected to be higher than for assets acquired for service purposes and need to be fully assessed and managed from the outset.
- In undertaking business loans to 3rd parties, commercial investment acquisition and proposing alternate business models there is an inherent risk that members and officers not having sufficient knowledge and skills of the sector concerned such that the risks and benefits may not be properly understood and managed. This is addressed by appropriate assessment and training.

10 Setting Capital Budgets

- 10.1 The current philosophy for setting the capital budget is to provide the same annual level of core property and infrastructure maintenance budget, and any extra capacity volunteered to members for decision. Throughout the year, any new schemes to be added must either be self-financing or replace an existing schemes as a higher priority.
- 10.2 The need for a capital strategy to be descriptive of approach, leads to an anticipation that traditional approach will tend to increase the backlog in asset maintenance, and result in the Council allocating resources to new schemes prior to a sufficient assessment of capital funding against existing rather than new priorities.
- 10.3 Specific stock condition survey has increasingly been replaced by service manager anecdotal evidence, and treated as a lesser imperative. So there will be a greater need to explicitly assess
- The existing asset base to determine the minimum total life costs for keeping the Authority's assets in a suitable condition for provision of our services, and whether assets are superfluous. The strategic use of assets to deliver services ought to feature in Council's asset management strategy.
 - the level of assets that will be required to deliver the Corporate Plan – the most significant one is 21st Century Schools currently.

- assess what capital expenditure on Commercial assets (property/equity/loans) will be required to provide sufficient income, to supplement the current revenue budget funding sources, to keep Council tax at an acceptable level
- 10.4 In addition to the above calls on capital financing, the Authority sometimes provides loans and/or guarantees to external bodies, subsidiaries or joint ventures to fund their capital expenditure. These may be to enable our partners to contribute to the provision of our public services. If this is the case, any loan provision should be capital expenditure in nature. These also need to be factored into the capital budget.
- 10.5 Based on traditional anecdotal evidence, the result of all the above is anticipated to indicate that in the medium term there will be a higher call for capital expenditure than the Authority can finance in one year or for the future in general. This means that capital schemes will have to be prioritised or the capital available has to be spread more thinly than is ideal. All stakeholders must recognise that funding capital expenditure by borrowing only defers the charge to revenue to future years, but at the same time if capital maintenance works are deferred then the total life costs of supporting an asset are likely to increase. This effect is often veiled in medium term financial plan as asset lives are much longer than four years.
- 10.6 The Expenditure proposals in the Capital MTFP including £26.1m in 2019/20 .
- 10.7 Capital financing proposals including £21.2m of debt funded expenditure in 2019/20.
- 10.8 The profile of the forecast Capital Financing Requirement for the MTFP window and the related Liability benchmark is assessed in Section 7 above.
- 10.9 Prudential indicators: authorised and operational borrowing limits are required by the Prudential Code to show the Authority is in control of its borrowing levels. The 2019/20 authorised limit for total gross borrowing of £224.4m should not be breached during 2019/20
- 10.10 The revenue impact in 2019/20 of all of the Authority's borrowing which is forecast to be required up to 31st March 2020, including borrowing to finance the capital expenditure built into the 2019/20 Capital MTFP, is called the 'Financing Cost' and includes the Minimum Revenue Provision (MRP) and the interest payable on the borrowing. It is shown as a % of the Authority's main income streams. Financing costs can be altered by the ratio of short and long term debt held by the Authority see Section 8 above.
- 10.11 The capital budget for 2019/20 including in year revisions, is currently £40.9m excluding leasing. Council is currently planning a further £20.2m of capital expenditure. This will be updated as the 2020/21 capital mtfp is developed, see below:

Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2018/19 actual	2019/20 forecast	2020/21 forecast	2021/22 forecast	2022/23 forecast
Capital expenditure relating to services	39.6	24.2	5.8	5.9	5.9
Capital investments	30.7	16.7	2.6	0.0	0.0

TOTAL	70.3	40.9	8.4	5.9	5.9
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- 10.12 For 19/20, the main service related capital projects budgeted for are Infrastructure works £8.7m, Asset Management £6.9m, Property maintenance £2.8m, New Care Home £1.6m. Works for disabilities £1.1m & schools works £2.3m. The Council also plans to complete the £50m of capital expenditure on commercial investments from 2018/19-2020/21, and progress is indicated in Section 4.
- 10.13 **Governance:** In the last few years, due to the size of the Authority and the limits on funding available for any projects outside the 21 Century Schools Program and the commitment to the Commercial Investment Program, the process for allocating capital funding has been driven by a small senior team interacting with all key service managers directly and also working closely together.
- 10.14 As part of the 2019-20 capital budget process (19th Dec 2018 Cabinet and subsequent Select cycle), Members were volunteered a priority ranking to assist them with their considerations when replacing a project in existing capital programme with one of higher priority. This was well received, and feedback resulted in adding the aspect of using capital to assist in beneficially affecting in year revenue spending, which has been given the same priority as using capital to set a sustainable revenue budget, and members also wished to increase the priority for using capital to attract significant 3rd party or match funding to the County, which has moved from rank 5 to 3.

Aspect	Indicative Rank
Health & safety works (life & limb works)	1
Legal & regulatory obligations	1
Allow a balanced revenue budget to be set, or a net deficit in revenue spending to be positively addressed	2
Deliver corporate plan priorities	2
Attract significant 3 rd party or private match funding to the County	3
Spend to save transformational works (including permitted use of capital receipts)	3
Spend to earn net income - rents, interest and dividends	3
Create sustainable income streams - business rates and council tax	3
Asset management plan outcomes	4
Addresses major infrastructure investment	4
Deliver wider economic outcomes	5

- 10.15 It is anticipated that the best points of the current arrangement will be supplemented with additional tools and/or processes so that service managers can usefully identify pressures

which have not previously been included in the Council's 4 year capital programme in the anticipation that if they score highly against an agreed list of parameters, both financial and non-financial, that Members would look favourably upon their addition in forthcoming capital programme. This suggests a move towards a more bid based approach providing members with choices. Bid documents will be accompanied by any proposed financing arrangements identified. These pressures would be assessed by the Asset management Working Group. The Bid forms and predetermined criteria ensure that selection can be organised and considered by the working group in a fashion that is consistent with member priorities.

- 10.16 Where capital expenditure is proposed to satisfy the maintaining existing assets and infrastructure, but for which funding cannot be identified in current year, the consequences and/or contingency measures will also be identified by service colleagues and capital strategy good practice suggests any decision to defer such expenditure must be acknowledged with Council systems e.g. added to risk register or appear as contingent liability in Statement of accounts.
- 10.17 Following consideration of asset management working group, selected bids will be collated by the Finance team, and consolidated into an advocated fully financed capital budget proposal. The Draft Capital MTFP is presented to Cabinet who recommends changes or further work to be done before finalisation. In a change from traditional approach, those proposals not advocated will also be included appreciating that Members may choose to review/amend proposals before their agreement.
- 10.18 The final capital programme is then presented to Cabinet and finally Council for approval before the end of March each year.
- 10.19 For details of the Council's 2019/20 capital programme, see the final budget report which went to Cabinet on the 20th February 2019
- 10.20 Progress on capital schemes and the related capital financing is monitored by Cabinet at months 2 and 7 of each financial year and at outturn as a minimum to ensure projects are completed on time, to budget and to the required specification to avoid the negative impacts of both under and overspends as well as the negative impacts on services.
- 10.21 The monitoring also includes a high level commentary of projects which overspend, overrun or did not deliver on project outcomes.

11 Revenue Budget Implications

- 11.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. These net annual charges are known as financing costs. The table below compared these financing costs to the net revenue stream i.e. the amount of income from Council Tax, business rates and general government grants. This is projected to remain fairly flat with the forecast level of expenditure in the Capital MTFP.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 actual	2019/20 forecast	2020/21 forecast	2021/22 forecast	2022/23 forecast
Financing costs (£m)	7.9	8.7	8.7	8.7	8.8
Proportion of net revenue stream	56.1%	5.6%	5.7%	5.6%	5.6%

11.2 **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years afterwards. Where assets are being created over and above the current base level of capital expenditure, they are only approved if they are able to meet the finance costs associated with any new borrowing. The Director of Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable because the finance costs have been spread over no more than, the lower of 50 years and the expected life of the resultant asset, so the assets will be paid for by the Council tax payers benefitting from them over the life of the assets; with the finance costs for assets funded by borrowing included in the four year medium term financial plan which is balanced before approval by Council.

12 Knowledge and Skills

12.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, both the Director of Resources and Head of Commercial and Integrated Landlord Services are professionally qualified with longstanding senior practical experience. The Council only has 2 qualified valuation staff currently, but recent restructure report addresses such. For both accountants and valuers, the Council offers particular training roles and also from staff development perspective encourages and support wider staff to undertake study towards relevant professional qualifications.

12.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisors, and Alder King as property investment advisors. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite. Arlingclose's assistance has been sourced through competitive tendering, and their fees paid independent of their advice. Alder King's services haven't been competitively tested yet, but are likely to need to, as their fee is predicated on the level of investment being presented, which wouldn't be demonstrably independent advice.

13 Reasons

- 13.1 The Authority is required to produce a Capital Strategy to satisfy the requirements of the Prudential Code of Capital Finance 2017. Many elements of the Strategy are already in place. It is expected that the process of producing a strategy and following it will improve the process of managing the Authorities assets both treasury and non-treasury and will help the Authority to be more efficient and focused.

14 Resource Implications

- 14.1 The capital strategy proposed brings together financial aspects from a variety of pre-existing strategies and approaches. Consequently the financial effect of adopting this capital strategy is already quantified and described above, resulting in no new resourcing requirements.
- 14.2 However the change in approach to a more evidential base of repair liability i.e. increased use of stock condition assessment, or the need for feasibility study to provide greater cost certainty, will need to be financed. In the short term it is anticipated such volatility is afforded through use of capital receipts headroom, though longer term such costs will need to be recycled into the related schemes approved by members.

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SUBJECT: Proposed acquisition of the former MOD railway line, Crick to Caerwent.

MEETING: Council

DATE: 19th September 2019

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To seek approval to acquire an additional bridge and ancillary land as part of the agreed acquisition of the former MOD railway line between Crick and Caerwent to facilitate a cycle and walk way and to enable an easement to service the Crick Road LDP development site.

2. RECOMMENDATIONS:

2.1 To agree to the acquisition of the additional land and infrastructure as illustrated in appendix 2.

3. KEY ISSUES:

- 3.1 Approval was granted in January of this year to acquire the former MOD railway land at Caerwent to develop sustainable travel infrastructure and facilitate drainage requirements for the Crick Road development.
- 3.2 Following the granting of consent, negotiations have been taking place with the MOD who have indicated that they require the Council to acquire an additional bridge over the A48 with ancillary land to facilitate access. This was not included within the original report and hence has necessitated a further approval.
- 3.2 A structural survey has been commissioned and the outcome of this is awaited, however the bridge has been maintained in the same manner as the other infrastructure which has been the subject of a previous survey and the condition of which is deemed satisfactory.
- 3.3 The MOD have indicated that they only wish to progress with the proposal if this additional land and infrastructure is included.

4 OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
Do nothing	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • The site does not become available for public access and is 	This would be the status quo option, but does nothing to improve active travel and

Option	Benefits	Risks	Comments
		<p>instead sold to a private landowner.</p> <ul style="list-style-type: none"> We will need to agree an easement with a third party owner or seek an alternative mitigation method for the surface water 	<p>healthy lifestyles or consider our obligations of the Well being of Future Generations Act (WBFGA)</p>
<p>Acquire the former MOD railway line</p>	<ul style="list-style-type: none"> Will allow us to provide additional opportunities for walking and cycling and connect Portskewett with Caerwent. Enables us to enter into an easement with the developers of Crick Road and allows us to construct the new care home facility Supports the WBFGA 	<ul style="list-style-type: none"> There will be a cost implication to acquire and then manage the asset to ensure that it is suitable for the proposed use and fit for purpose. Residual liability for the bridges, which will need to be managed. The proposed route for the surface water is not suitable and an alternative provision will need to be made. 	<p>This provides an opportunity to acquire a unique strip of land that will provide a safe route for cycling and walking. It will also enable the mitigation of the surface water, which is a concern for existing local residents and will be necessary for the residential development and the new care home. This is the preferred option</p>

5. EVALUATION CRITERIA

See Appendix 1

6. REASONS:

- 6.1 There has been a long held aspiration to improve the cycle and walking routes in this area utilising the former MOD railway line.
- 6.2 Melin have been undertaking a site survey to establish if it would be possible to connect to existing surface water infrastructure in adjoining Council land, however it would require a pipe to cross the railway route. Initial indications are that this would be feasible.
- 6.3 The Crick Road development will provide circa 274 homes as well as the proposed care facility the provision of a new walking and cycle route will benefit the new occupiers as well as the existing community and make a positive contribution to our obligations under the Well Being of Future Generations Act.
- 6.4 The MOD acquired the land in the 1930's, we have obtained legal advice that Critchel Down rules will not apply given the change in the nature of the use of the land (physical engineering works and the use).

7. RESOURCE IMPLICATIONS:

- 7.1 The independent valuation report has indicated a range of between a £1 and £100,000 to acquire the railway line, dependent on whether the surface water drainage easement is required. Discussions have been undertaken on this basis and it has been provisionally agreed that the sale will be on the basis of a £100,000. In the event that a connection for surface water is not required, it is proposed that the purchase price will be £1.
- 7.2 The cost of the acquisition will be funded from the sale of the Crick Road Residential site.
- 7.3 A funding strategy will need to be devised to undertake the removal of the remaining railway track, the creation of a safe surface and additional entry points, where appropriate.

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

The proposal does not have any safeguarding or corporate parenting implications.

9. CONSULTEES:

SLT
Cabinet
Head of Legal Services
Head of Tourism, Leisure & Culture
Countryside Manager
S151 Monitoring Officer

10. BACKGROUND PAPERS:

Appendix 1 Evaluation Criteria
Appendix 2 Site Plan

11. AUTHOR:

Debra Hill-Howells Head of Commercial, Property, Fleet & Facilities

12. CONTACT DETAILS:

Tel: 01633 644281
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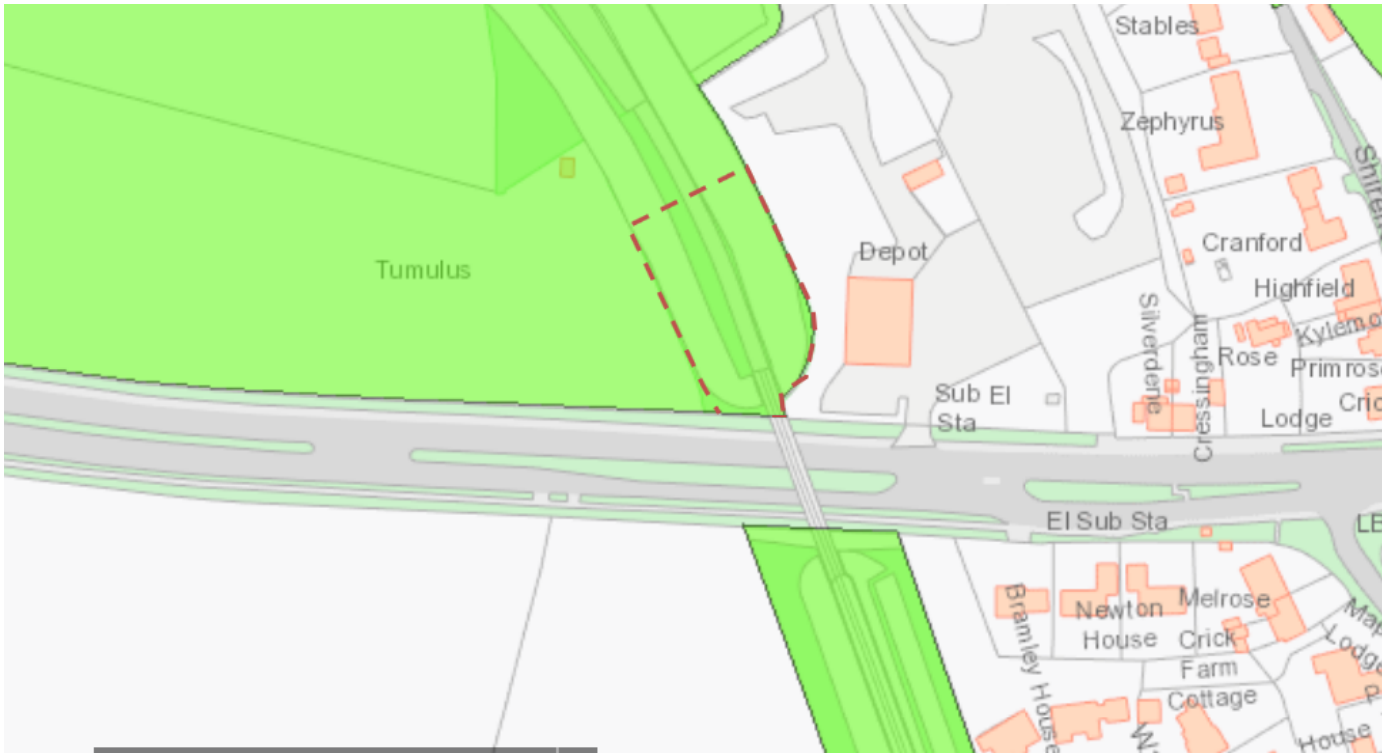
Title of Report:	Proposed acquisition of MOD railway line
Date decision was made:	2 nd January 2019
Report Author:	Debra Hill-Howells
What will happen as a result of this decision being approved by Cabinet or Council?	
The Council will acquire the proposed MOD railway line and develop a plan to bring the route into public use as a cycle and walk way.	
12 month appraisal	

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?	
The land will have been acquired; A development and funding strategy is in place. Crick road development site is commenced.	
12 month appraisal	
<i>Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.</i>	

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?	
£100,000 acquisition price (max). Further costs to be clarified	
12 month appraisal	
<i>Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.</i>	

Any other comments

Appendix 2



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SUBJECT: Capital Programme – 21st Century Schools Programme

MEETING: County Council

DATE: 19th September 2019

DIVISION/WARDS AFFECTED: North Abergavenny

1. PURPOSE:

- 1.1** The purpose of the report is to seek Council's agreement to draw down funding during the current financial year 2019/20 to support the work of the team delivering the Band B project within the 21st Century Schools building programme.
- 1.2** To inform Council of the significant capital works within the education estate and agree to the establishment of a permanent post to manage the education capital building programme.

2. RECOMMENDATIONS:

2.1 It is recommended that Council:

2.1.1 Establish a budget of £702,046 within the 2019/20 Capital Programme to:

- a) Fund the business case process, and simultaneously undertake an extensive programme of testing and assessments which will seek to de risk the development site and mitigate against unforeseen future costs;
- b) Procure specific external expertise in order to assist with this work.

2.1.2 To finance the Authority's share (35%) of the costs of £245,716 from capital resources as determined appropriate.

2.1.3 To acknowledge that abortive costs will need to be written off to the revenue account in the event that the Council determines that it cannot progress with the project at any stage.

2.1.4 Subsequent to the 21st Century Schools Project Team being agreed on 20th December 2018 to make the Project Coordinator post 100% permanent.

3. KEY ISSUES:

- 3.1** Members are already aware that the focus of the 21st Century Schools Band B investment is the creation of a 3-19 school on the King Henry VIII School site which will

be achieved through the closure of King Henry VIII Comprehensive School and Deri View Primary School. This development will facilitate the relocation of the local welsh medium school, Ysgol Gymraeg Y Fenni to the former Deri View site providing them with the potential to extend their capacity from 262 to a two form entry school of 420 pupils.

- 3.2** Subsequent to the Council agreeing the above recommendations grant funding has also been received from Welsh Government to expand the provision of welsh medium education and the implementation of Child Care Capital Grant both of which total just over £4m. See Appendix 1 for current education capital projects to be funded by this grant. This work will be coordinated through the 21st Century Schools Project Team.
- 3.3** Furthermore the Council has received a significant amount of s106 funding for education improvements as a result of housing developments in the Caldicot and Abergavenny area.
- 3.4** The work associated with Band B is likely to be significantly more complex than Band A because the scope of the redevelopment is broader than the redevelopment of the two secondary schools in Band A. The work to create a through-school will require significant public consultation, engagement and pedagogical and professional development as the two schools are brought together to deliver the new curriculum for Wales.
- 3.5** In order to meet the proposed timescales and opening of the new school in September 2023 the statutory consultation and business case process will run concurrently with the design and development of the project. It is anticipated that the Strategic Outline Case (SOC) will be finalised by the end of the financial year and the Outline Business Case (OBC) and Full Business Case (FBC) will be finalised during 2020/21,
- 3.6** In December 2018 Council approved the design of the core Project Team. The creation of the team is currently made up of seconded officers from the local authority's existing establishment and agreement was made that these posts should be back filled where appropriate and necessary. Whilst the shape and purpose of this team will flex and change over time, depending on the stage of the programme's development.
- 3.7** The increase in the number of education capital projects it is now deemed necessary to increase the 21st Century Schools Programme Coordinator role from an 80% post to a 100% permanent post.
- 3.8** The revised costs are therefore as follows:

Post Title	Full Time Equivalent	Cost	Annualised Cost including on costs
21 st Century Schools Programme Coordinator (permanent)	1.0	L Grade (43-47) £49 489	£58,874
21 st Century Schools Construction Lead	0.4	L Grade (43-47) £49 489	£22,839

21 st Century Schools Project Officer	1.0	H Grade (27–31) £33 799	£38,434
Administrative Support	0.5	C Grade (5-8) £19 945	£10,842
Total			£130,989

3.9 Work to undertake the ‘red lining’ of the site has commenced and through this initial work some site restrictions have already been identified. A thorough feasibility study of the site is now required so that an extensive programme of testing and assessments can be undertaken. The key aim of these early assessments is to de-risk the site and mitigate as far as possible any unforeseen costs in the future.

3.10 As members were advised in the previous report the team will be a central coordinating resource and there will be the need to procure specific expert services from the beginning. There will also be a requirement to access support from several professional disciplines internally; finance, legal procurement and property services will all have a part to play in ensuring the success of the programme.

3.11 Members will recall from the Council meeting in July 2019 that work has been undertaken to look at the most favourable funding options for the Band B project, either to pursue the capital funding route as previously agreed or the Mutual Investment Model (MIM). The traditional capital funding route was deemed to be the most favourable route.

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

4.1 Equality and future generation implications will be fully assessed as part of development of the business case at its various stages. These will be reported when the business case is subsequently developed and considered by Council.

4.2 There are no equality or future generation implications directly arising from this report.

5 OPTIONS APPRAISAL

There are potentially 2 options available to the Authority:

5.1 Do nothing and commence work on the project in April 2020

This option would mean that all work on the project would stop until April 2020 and we would then be one year into the 5 year funding envelope. This will cause a delay to the project and as this project is likely to be more complex than Band A and requires the

Council to undertake a statutory process before the build can commence, we need to continue the momentum.

5.1 Agree the capital funding requested for the financial year 2019/20

This option would mean that the work already in progress can continue and facilitate the pace of work increasing which will ensure that as much preparatory work and de-risking of the site can be undertaken to ensure that the Council can meet anticipated timescales for completion on the Band B project as well as undertake preparatory works for Band C.

6 EVALUATION CRITERIA

It is difficult to establish evaluation criteria at this stage of the programmes development. However, the business case will be reviewed and assessed by Welsh Government as it is developed through the various stages. Feedback and amendments to the business case will be reported into the Future Schools Board and as required into Cabinet or Council as necessary. Furthermore, when the Team is fully established there will be an agreed full programme delivery plan that will allow the team and their outputs to be evaluated in terms of timescales and efficiency.

7 REASONS:

The Council has made significant investments in the first round of the 21st Century Schools programme and now needs to do all it can to ensure that the proposals put forward in Band B are as economical, optimal and outcome focused as they can be, ensuring that a robust team is in place to support the capital programme and business case development process.

This will ensure most appropriate procurement routes are followed and the design and specification of the capital projects provide a setting fit for the future.

8 RESOURCE IMPLICATIONS:

- 8.1** The decision in December 2018 agreed the formation of the programme team but did not establish the programme as a part of the capital programme. To undertake the work required to maintain the current pace of development funding of £702,046 is required this financial year and ahead of the band B programme formally commencing.
- 8.2** The additional funding will cover the costs of the Project Team of £130,989 shown in 3.8 above and £571,057 to fund the necessary expertise, surveys and investigations required to take the project to Stage 2 design and based on estimates provided.
- 8.3** Welsh Government have confirmed that these costs are eligible to be grant funded under the terms of Band B. The Authority will have to incur the costs in the first instance before reclaiming the relevant amounts as gateway approval at Strategic Outline Case (SOC) and Outline Business Case (OBC) are approved. The intervention rate for Band B capital projects is 65% meaning that the Council will be liable for £245,716. This will be funded from capital resources. The most appropriate source of funding will be determined in due

course and dependent on levels of available capital receipts or additional capital grant and before having recourse to prudential borrowing.

- 8.4** There is a risk that following completion of the full business case and statutory consultation the Council determines that it cannot progress with the project, a key factor being that the project is unaffordable, the abortive costs would have to be written off to the revenue account. If this were to happen there would be a call on reserves to cover these costs.

9 CONSULTEES:

SLT
Cabinet

10 BACKGROUND PAPERS:

20 December 2018 County Council report

11 AUTHOR:

Will McLean

Chief Officer, Children and Young People

12 CONTACT DETAILS:

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Appendix 1

Welsh Medium Capital Grant	
Establish Welsh Medium Seedling School Monmouth	£1,637,699
Ysgol Y Ffin – Classroom Extension	£252,318
Total	£1,638,000
Child Care Capital Grant	
Small Projects Grant	£200,000
Nursery Provision Arch Bishop Rowan Williams School	£640,000
Provision of Nursery building – Trellech Primary School	£619,000
Provision of Welsh Medium Nursery – Monmouth area	£478,000
Provision of Nursery facilities Ysgol Gymraeg Y Ffin	£211,000
Total	£2,116,000

SUBJECT: SOCIAL CARE, SAFEGUARDING AND HEALTH ANNUAL DIRECTORS PERFORMANCE REPORT 2018/19

MEETING: FULL COUNCIL

DATE: 19th SEPTEMBER 2019

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

1.1 To present to Council the Annual Statutory Report on Performance 2018/19 from the Director of Social Care, Safeguarding and Health.

2. RECOMMENDATIONS:

2.1 For Council to endorse the Annual Statutory Directors Performance Report 2018/19 .



Social Care & Health: Directors Report

This report is about people.
The people we support, the people we work with and those that partner with us.

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3. KEY ISSUES:

3. KEY ISSUES:

3.1 Preparing and publishing an annual report of the Statutory Director of Social Services is a requirement under the Social Services and Wellbeing (Wales) Act (2014). The format of the report follows a nationally developed template, which shows how we are meeting the

requirements of the Social Services and Wellbeing Act and the Regulation and Inspection of Social Care (Wales) Act 2016.

3.2 This is the first Directors Report for the new (July 2018) Chief Officer for Social Care Safeguarding and Health. This year the report is presented in a very different format. The format uses a SWAY, which means the report is interactive, and is able to present many styles of information in one place.

3.3 This report is presented in a way that can be accessible to a wide range of audiences. It has been developed using an inclusive approach and includes contributions from the workforce and people who use services. Evidence of performance, analysis and stories are combined to develop a very comprehensive and extensive report covering many aspects of Social Services. This can be re visited and added to as a source of information on an ongoing basis.

3.4 This annual report reflects on the financial year 2018/19. Last year's Directors report set out a list of priorities; these have been refined in this report to reflect broader themes that continue to frame the work we do.

3.5 The report provides an analysis, commentary and evidence of the work around each of these themes. The annual report provides an opportunity to reflect on what we are doing to make a difference to the lives of the most vulnerable citizens of Monmouthshire, what we do well, and where we need to do even better. The report explains the context in which we are working and how we will continue to improve and modernise. It highlights some excellent, leading edge, practice, workforce development, service provision and commissioning. There are also areas where risk and challenge is highlighted.

3.6 To enable members to access the essential parts of this report the following pointers are suggested for an overview read.

- **Chapter 1** Is the **Directors summary** section. It includes an overview of performance, priorities and challenges. The narrative is presented alongside photos, PowerPoint presentations, films and hyperlinks to documents for further reading.
- **Chapter 2** Is **'how people shape our services'** and is a key requirement for delivery against the Social Services and well-being Act (2014). This section highlights evidence of how we are involving children who are looked after, young people and adults with disabilities, and evidence from a recent Care Inspectorate Wales older person's inspection.
- **Chapter 3** This large section is how we evidence progress towards the **six quality standards**. This section uses a large quantity of both qualitative evidence through stories and the lived experience of the people we support with all the national performance indicator measures. More stories, audio, film and data are combined to give a comprehensive assessment of how we are working towards delivering against the six quality standards.
- **Chapter 4** Covers **'how we do what we do'** it includes our arrangements for partnership working, governance, finance and workforce development. How we plan, and how plans link together.
- **Chapter 5** **Summary and next steps.**

There is a separate note to aid navigation of the SWAY which will help access the information.

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

4.1 The report provides an appraisal of performance and identifies future priorities. The report identifies the contribution of social services in Monmouthshire to the Well-being of Future Generations Act and Social Services and Wellbeing (Wales) Act.

4.2 The report provides analysis of performance and priorities related to safeguarding and corporate parenting.

5. OPTION APPRAISAL:

5.1 The report provides a comprehensive analysis, using a range information, on Social Care & Health Services in 2018/19, which has been used to inform progress against the priorities identified.

6. EVALUATION CRITERIA:

6.1 The report provides a comprehensive analysis of the performance of Social Care & Health Services in 2018/19. This has used a range of evidence, including the performance indicators from the measurement framework as part of the Social Services and Well-being Act alongside stories and qualitative evidence that share the complexity and reach that Social Services has daily.

7. REASONS:

7.1 To ensure that committee has a clear understanding and evaluation of the performance and impact of Social Services in 2018/19 and future priorities to deliver a positive and sustainable future for Social Care, Safeguarding and Health in Monmouthshire.

8. RESOURCE IMPLICATIONS:

8.1 The Annual Report sets out the financial context of social care and health in 2018/19. The report also includes a visual representation of how the overall social care and health budget is divided between different service areas and individual budgets. The report identifies the financial context and the challenges of financial sustainability for the coming year and beyond in meeting the costs of social care services against the backdrop of reducing budgets and increasing demand for care and support.

9. CONSULTEES:

9.1 An inclusive approach means that contributions to the report have been sourced widely and have aided in demonstrating how we are meeting the key quality standards defined by the Social Services and Well-being Act.

10. BACKGROUND PAPERS

11. AUTHOR:

Julie Boothroyd

Chief Officer, Social Care safeguarding and Health.

Tel: 07778 336613

E-mail: julieboothroyd@monmouthshire.gov.uk

SUBJECT:	RIGHTS OF WAY ORDERS DECISION MAKING
MEETING:	Council
DATE:	19 September 2019
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To review rights of way order decision making and remove the need for opposed public rights of way Section 53 Wildlife and Countryside Act and 1980 Highway Act applications to be approved by Individual Cabinet Member Decision (ICMD).

2. RECOMMENDATIONS:

- 2.1 That in accordance with the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) (Amendment) Regulations 2009 the following matters be made non-executive functions for the Licencing and Regulatory Committee, sitting as the Rights of Way Panel, to consider and approve or decline the making of any opposed orders
- a) The functions contained in section 25 of Part III of the Highways Act 1980 (5) (creation of highways):
 - b) The functions contained in section 116 – 120 of Part VIII of the Highways Act 1980 (stopping up and diversion of highways etc.):
 - c) Exercising functions under section 53 of the Wildlife and Countryside Act 1981(11) (duty to keep definitive map and statement under continuous review)

3. KEY ISSUES:

- 3.1 In 2007 changes to the decision making regulations removed the determination of Public Orders under the Highways Act 1980 and Definitive Map Modification Orders from being a non-executive function (i.e. Council) and made their determination an executive function (i.e. cabinet). Since then all diversion, closure, creation and evidential orders have been considered by the Licensing and Regulatory Committee who have made a recommendation to the Cabinet Member who has then made the final decision.
- 3.2 Following representations from a number of local authorities to Welsh Government these functions were returned as ones for local choice by The Local Authorities (Executive arrangements) (Functions and Responsibilities) (Wales) (Amendment) Regulations 2009. This enables authorities to decide for themselves whether to maintain these functions as the responsibility of the executive or return them to a committee of the full council. Whilst we did not take the opportunity to return to the original arrangements, it is now timely to review the situation.

3.3 Public rights of way cases under this system are complex and involve the Cabinet Member with responsibility for countryside attending Licencing and Regulatory Committee meetings so that best practice can be followed and the Cabinet Member can see all the evidence available for each case. The current system of both council and cabinet decisions adds a further 6-8 weeks on processes and is confusing to the public. It also places additional burdens on the Cabinet Member and countryside access staff.

3.4 It is therefore recommended that the authority returns to the position whereby the Licencing and Regulatory Committee, sitting as the Rights of Way Panel, makes the decision to approve or decline the making of any opposed orders under section 53 of the Wildlife & Countryside Act 1981 and the Highway Act 1980 (sections, 25, 116 to 120). Where such orders do not have objections then the existing delegated powers would prevail.

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

4.1 The positive impact is the improving of efficiency and more timely decision making therefore increasing well-being of Stakeholders. (See Appendix 1)

5. OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
No Change (Retain as executive function with advice from rights of way panel)	Status quo	This is time consuming for all involved and adds additional time unnecessarily to the rights of way evidential and order making process, confusing the public and further delaying the order making process.	
Retain as executive function (as ICMD or Cabinet decision) with no role for rights of way panel	Simplifies the process to single stage decision	ICMD places a considerable burden on the Cabinet Member as being the sole assessor of the often complex evidence. Impractical as a cabinet decision due to the legal processes and extensive time involved for each case. This would be a considerable burden on the Cabinet timetable.	Meetings to review evidence last between 3-5 hours and where a site meeting is involved a whole day or more can be required to look at a case. The rights of way cases involved are contentious locally, but legislation does not allow issues such as budget, desirability etc. to be taken into account when making decisions. These are made purely on the individual legal tests that must be applied.

Proposed Change to non-executive function (rights of way panel)	Simplifies the process to single stage decision Allows members to debate and to fully assess the available evidence	None	Those making decisions are acting in a quasi-judicial role and must be trained in the various aspects of reviewing evidence and applying relevant legal tests. Rights of Way Licensing and Regulatory Sub Committee are already trained.
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6. EVALUATION CRITERIA

- 6.1 Each rights of way case will be monitored to see if there is an improvement in the length of time it takes to process rights of way orders, improving the level of service to stakeholders.

7. REASONS:

- 7.1 This decision needs to take place to provide clarity on decision making, increase efficiency, improve stakeholder understanding and service delivery.

8. RESOURCE IMPLICATIONS:

- 8.1 It is estimated that there will be resource savings in terms of staff time. Importantly the timescale for making critical decisions can be reduced by over a month. This is an area of work with considerable pressures and a backlog of determinations. The efficiency benefits will assist in prioritising existing workloads.

9. CONSULTEES:

SLT
Enterprise DMT
Head of Law and Monitoring Officer
Cabinet Member for Children, Young People and MonLife
Head of Tourism Leisure Culture & Youth

10. BACKGROUND PAPERS:

Appendix 1: Equality and Future Generations Evaluation

11. AUTHORS & CONTACT DETAILS:

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Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Ruth Rourke Countryside Access Manager</p> <p>Phone no: 01633 644860 E-mail: ruthrourke@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Review of decision making for rights of way orders; removing dual Cabinet and Council function in favour of decisions on objected orders being dealt with as a council function only. Where there are no objections orders to be continue to be dealt with by officers under delegated powers.</p>
<p>Name of Service</p> <p>Tourism, Leisure, Culture & Youth</p>	<p>Date Future Generations Evaluation form completed</p> <p>05 July 2019 (Revised 27 August 2019)</p>

Page 141

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Removal of the cabinet function provides clarity and increases efficiency in delivering critical decisions and therefore saves resources and helps the authority to fulfil its legal functions.</p>	<p>none</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>Not applicable.</p>	




Appendix 1

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Completing orders in a more timely fashion improves residents health and well being as these are often contentious issues which need to be resolved swiftly. If an order is made and confirmed paths will be made available contributing again to peoples active lifestyles.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Assessments show that the current double cabinet and council function adds confusion to the public who often attend council meetings on the case they are interested in. Modification order cases in particular are complex and time consuming. The Council has a backlog of orders many of which have been applied for by community councils. Removing the Cabinet function will assist to provide more timely decisions enabling faster processing of orders. This helps reduce conflict in communities and assists often to a reduction in anti –social behaviour where there is clarity on a routes status and alignment.</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>n/a</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>n/a</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or</p>	<p>n/a</p>	



Appendix 1

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
circumstances		

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Full consideration has been given to the range of options for delegated powers and some consultation has been carried out with Stakeholders during the rights of way improvement plan review. Stakeholders indicate that there is a need to process modification orders in particular in a more stream lined way and remove the backlog of outstanding applications. This would benefit landowners and Users in the Long term as it provides clarity on what highways exist.</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>All orders involve working closely with many different partners including applicants, landowners, users and other Stakeholders.</p>	
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>Monmouthshire Local Access Forum and stakeholders have considered the position with modification orders and legal orders during the rights of way improvement plan assessment proposal. Officers also meet with applicants and other stakeholders during the processing of orders and all state that they are confused with the need for Cabinet as well as Council meetings to make a decision.</p>	

Appendix 1

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>We currently have a backlog of 41 modification orders which will all need a decision on whether or not to make an order, There are two big diversion schemes which will also need to be evaluated and a decision made on how to progress them. We received a direction from Welsh Government Planning Inspectorate last year to deal with one modification order more quickly. Resources are limited for this work as it is a statutory requirement and not something that attracts grant funding. It is important for applicants, users and landowners to deal with processing orders in a more timely fashion in order to provide clarity on whether highways exist or not, therefore reducing impact on the well-being of those involved.</p>	<p>The draft ROWIP has a statement of action to seek more resources to deal with the backlog of rights of way orders.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The ability for faster decisions provides some clarity on the next part of the process for stakeholders</p>	

Page 144

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Positive through improving time taken to process orders.	None	
Disability	none	None	

Appendix 1

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?
Gender reassignment	None	None	
Marriage or civil partnership	None	None	
Race	None	None	
Religion or Belief	None	None	
Sex	None	None	
Sexual Orientation	None	None	
Welsh Language	none	None	

Page 45

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?
Social Justice	Positive through improved efficiency	None	
Safeguarding	None	None	
Corporate Parenting	None	None	

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

Appendix 1

Draft ROWIP consultations with Monmouthshire Local Access Forum and others.

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

The positive impact is the improving of efficiency and more timely decision making therefore increasing wellbeing of stakeholders

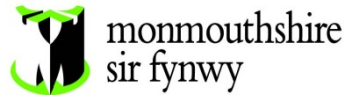
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Amend application packs to remove ICMD process and seek decisions from Council only in future	August	Countryside Access Manager	

Page 146

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: Impacts will be re-evaluated in 2023 when new legislation is expected.



SUBJECT: MONLIFE
MEETING: COUNCIL
DATE: 19th September 2019

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

- 1.1 To seek approval of Council for the ongoing support and commitment to the internal transformation of services encompassed within the MonLife portfolio.

2. RECOMMENDATIONS

- 2.1 To approve the Business Plan for MonLife that sets out the strategic direction and the operating model for MonLife.
- 2.2 To approve an increase in revenue budget of £97,604 in 2020/21, to be accommodated as a pressure within the resultant budget and MTFP process. With pressures subsequently offset by savings in the following four years of the business plan and an overall net saving of £1.165m to be considered to support future investment priorities.
- 2.3 To establish a £25,000 ring-fenced reactive property maintenance budget, funded from existing property maintenance budgets.
- 2.4 To approve the principles of the Commercial and Investment Strategy and supporting documents.
- 2.5 To formally approve the senior leadership structure required to deliver the MonLife business plan, the additional resource implications for which are included within recommendation 2.2 above.

3. KEY ISSUES:

- 3.1 The Council approved in April 2019 that the preferred model for ongoing delivery of Tourism, Leisure, Culture and Youth Services (now known as MonLife) is an in-house model with commitment to a fundamental programme of renewal and transformation.
- 3.2 Over the past years, there has been an increase in demand for these services and an increase in both priority and position within MCC. This rise has been driven by the Council wanting to take a much more proactive role in improving the health and wellbeing of citizens. This, coupled with the importance our communities and society are now placing on these services has seen mainstream culture shift towards health, activity, outdoor adventure,

wellbeing, diet and exercise leading to an increase in both usage and interest. This interest has also led to higher expectations, especially on leisure services where focus is on product and quality service where customers are prepared to pay for a friendly service with well-trained expert staff and clean modern facilities. Themes and cornerstones that frame these services include active travel, obesity, environment act; emerging strategies on loneliness, mental health, learning and also expectations around climate emergency.

- 3.3 The services involved in culture, museums, attractions and tourism have witnessed a similar trend and there is a need to work towards delivering immersive relevant products, creating positive experiences for visitors as the staycation and coffee culture market increases. The need is to have a varied offer that appeals to many generations and offer facilities where dwell time is increased - these places can also help deliver creative spaces for future agile working. The green infrastructure and countryside team play a crucial role in developing themes in their respective areas enhancing our rich nature and green landscape.
- 3.4 A wide ranging review process has been conducted to create an operating environment that optimises the MonLife portfolio and capability of moving to a sustainable model for delivery.
- 3.5 MonLife manages a number of assets including the provision of leisure services from 4 sites, outdoor activities at 2 centres and 7 sites which incorporate our attractions and museums. MonLife also promotes tourism information and offers some of the most impressive buildings with historical interest and activities to engage all ages.
- 3.6 Sports development, Youth service and Play work with our younger community members ensuring they have access to safe, appropriate, informal non-educational and educational opportunities continues to be a key aspect of the service. Green Infrastructure and Countryside Access services oversee a large countryside access network and sites to provide outdoor experiences for communities and visitors alike.
- 3.7 These services are supported by two cabinet members.

Services within MonLife	Cabinet Member portfolio holder
Leisure Sports Development Youth Outdoor Service Green Infrastructure and Countryside Access Play Active Travel	Cabinet Member for Children, Young People and MonLife
Attractions Museums & Arts Tourism	Cabinet Member for Governance and Law

Business Plan

3.8 The purpose of MonLife is to make the best possible contribution to improving the quality of life for all of the communities, aligning to the Corporate Plan and the Public Service Board priorities. MonLife will play a significant role in building sustainable and resilient communities, reducing inequalities and supporting vulnerable people. The Business Plan (Appendix B) sets out a strategy to respond to the challenges and objectives of:-

- Preparing children and young people for the best possible start in life
- Responding to the challenges associated with demographic change
- Protect and enhance the resilience of our natural environment
- Develop opportunities for communities and businesses to be part of an economically and well -connected county.

3.9 The table below is a summary from Appendix B of the projected spend for these services for the next five years. The financial projections are based on prudent assumptions which are detailed within Appendix 8 of the business plan. The costs are modelled on the 2019-20 budgets. Staffing costs for future years have used the same modelling assumptions as the updated MTFP model except for where there is predicted inflation and/or price increases. The model also assumes that a certain amount of investment can be self-funded as demonstrated in the capital repayments line. However, this alone will not be sufficient to fully fund major investment schemes such as Caldicot or Abergavenny Leisure Centres. Separate proposals will be brought forward for consideration around such projects and where additional capital funding is required.

	MonLife					5 YEAR TOTAL
	Estimate 2020-21 £	Estimate 2021-22 £	Estimate 2022-23 £	Estimate 2023-24 £	Estimate 2024-25 £	
Grant Income	-603,982	-603,982	-603,982	-603,982	-603,982	-3,019,908
School Income	-328,523	-328,523	-328,523	-328,523	-328,523	-1,642,615
Other Income	-4,453,171	-5,072,823	-5,129,531	-5,816,451	-5,995,272	-26,467,248
Total Income	-5,385,676	-6,005,328	-6,062,035	-6,748,956	-6,927,777	-31,129,772
Staffing Costs	7,000,679	7,316,104	7,321,781	7,774,787	7,905,320	37,318,671
Premises Costs	771,289	818,073	818,959	891,027	915,909	4,215,257
Transport Costs	89,204	91,434	91,446	96,062	98,464	466,610
Supplies & Services	1,109,962	1,276,592	1,280,617	1,393,127	1,444,829	6,505,128
Contracts	170,575	177,340	177,340	188,818	196,038	910,111
Total Costs	9,141,710	9,679,543	9,690,144	10,343,821	10,560,560	49,415,778
Net Cost	3,756,034	3,674,215	3,628,108	3,594,865	3,632,783	18,286,006

3.10 To enable MonLife to thrive there will need to be clear conditions applied by the Council as agreed at April Council. MonLife will require support through the following activities:

- All internal operating principles and policies will be reviewed for appropriateness;
 - The Council's Medium Term Financial Plan will be developed to recognise Council's aspirations for MonLife;
 - A small ring-fenced reactive property maintenance budget to respond quickly to minor issues within buildings and ensure that equipment is maintained.
- 3.11 Council agreed in April 2019 that Council adopt the Ealing ruling and treat our VAT on sporting facilities as exempt. This will create circa £270K that can be reinvested back into these services as highlighted in the Business Plan. The assumption has been made that this will apply from April 2019. Cabinet are confirming this planning assumption as part of a report to consider the Authority's VAT management arrangements and in light of the decision to adopt the Ealing ruling and any proposed leisure investments.
- 3.12 The MonLife identity and brand will be formally adopted, and subsequent branding and marketing of these services will be implemented.

Commercial and Investment Strategy

- 3.13 The MonLife Commercial and Investment Strategy (Appendix C) which is aligned with Monmouthshire's existing Commercial Strategy outlines the intentions for managing assets and resources to support the delivery of front line services, optimise community benefits and maximise commercial opportunities through 6 key targeted themes;
- Developing people to be the best they can be
 - Being a successful model powered by its people
 - Providing excellent customer experiences
 - Building strong networks and effective partnerships
 - Making informed decisions based on business intelligence
 - Growing a sustainable operating model
- 3.14 Appendix G provides a description of the major capital investment proposals for Caldicot and Abergavenny Leisure Centres and Gilwern Outdoor Activity Centre.

MonLife Structure

- 3.15 To continue to deliver these services effectively there is a requirement to confirm the streamlined overall structure for MonLife. The senior structure with themes and proposed team grouping are set out within Appendix D with the Chief Operating Officer - MonLife having a relevant senior leadership team with designated areas of accountability. The cross thematic responsibilities underpin effective collaborative working, improved communication, staff engagement and excellent customer service. An internal process will be conducted to implement the arrangements following the Councils employment policies.

- 3.16 The Chief Operating Officer (COO) will report to an executive team for support, guidance and expertise and will include the CEO, Chief Officer for Resources and Chief Officer for Enterprise. The COO will work closely with and report into the Cabinet Member/s who hold the portfolio for these services.
- 3.17 There will be also be a small number of new posts identified within the team configurations which are within the overall business plan costings for the services. These will be subject to a further report. It is anticipated that new team structures and posts will be in place by the end of the current financial year, though will be dependent on the resultant decision making and recruitment process.
- 3.18 The senior management team of MonLife will work with the executive team and Cabinet Portfolio holders to shape decisions that they will then made in accordance with Council Constitution requirements. The COO and the MonLife senior management team will have day-to-day responsibility for strategic and operational decisions and this will be codified within the Council Constitution.

Performance and Evaluation Framework

- 3.19 A Performance and Evaluation Framework was approved by Audit Committee in September 2018. This framework has been updated to reflect the subsequent decision on the preferred model for MonLife (Appendix E). The framework will be continuously developed with the MonLife Management Team and MCC's Performance team. The Business Plan includes the core set of MonLife indicators, including the relevant national key performance indicators.
- 3.20 Supporting the Business Plan are annual delivery plans for MonLife's programmes and teams (updated quarterly). Services will be monitored on their key KPI's and the overall resulting impact, including case studies. A longer term Outcome Measurement Framework is also under development.
- 3.21 A Continuous Performance Management (CPM) system will be introduced aimed at supporting managers and staff to have ongoing conversations about goals and work related activities and to strengthen the connection between individuals and their networks to their work and performance management. The CPM will be introduced prior to the implementation of the MonLife Performance Evaluation Framework to foster a culture of trust and full engagement where employees are given control over their performance environment and are able to have mutually beneficial performance conversations with their managers.
- 3.22 A risk Register has been designed to highlight key areas that will need careful monitoring, support and financial investment to realise the success of MonLife in the future years. Each item has been scored accordingly for risk, impact, probability and where possible mitigating actions highlighted. The Risk

Register will have careful monitoring and review and will be highlighted through the Cabinet Members on a regular basis. (Appendix F). Risks of an appropriate scoring will feature as part of the whole authority risk register.

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

- 4.1 The purpose of MonLife is to make the best possible contribution to improving the quality of life for all of the communities, aligning to Public Service Board priorities from the Well-being Plan and Assessments. It also has a significant part to play in shaping the environment, preventing demand that would normally end up requiring intervention by costly statutory services and all make a significant contribution to the social, environmental and economic health of the county. MonLife by its nature will continue to provide employment, growth and an increasingly skilled workforce.
- 4.2 The positive engagement activities with communities, customers and staff will continue as well as a focus on income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.
- 4.3 The Equality and Future Generations Evaluation is appended (Appendix A).
- 4.4 The safeguarding responsibilities of the Authority and partners for children and young people are fully integrated into the identification of appropriate actions and reflected in the MonLife documentation.

5. OPTIONS APPRAISAL

- 5.1 The Appraisal in Table Two below highlights some of the main advantages of the Transformation of services model set against some challenges that may arise if the current status quo remains.

Table Two: Options Appraisal

Transformation of Services MonLife	Status Quo (Services stay as they are)
<ul style="list-style-type: none"> • The MonLife brand will remain and internal conditions and policies will be reviewed in order to ensure MonLife services remain sustainable; • The Council’s Medium Term Financial Plan will be developed to ensure that the MonLife services will attract a higher political priority than was the case three 	<ul style="list-style-type: none"> • Limited opportunities for services to grow and develop thus long term managing decline; • Demotivated workforce and low morale through lack of opportunity and investment in service areas, and lack of joined up approach;

<p>years ago;</p> <ul style="list-style-type: none"> • The Commercial Investment Strategy has the funds made available to support projects long term; • A staffing structure will be put in place that will be fit for purpose for MonLife. This will require realignment of some service areas; restructures; individual skills set being matched to appropriate posts; • A Business Plan that incorporates the Performance and Evaluation Framework & MonLife SIP for the services which is well defined; • A motivated workforce embracing a commercial culture that will be reflected in behaviours and shared values with the Council; • 	<ul style="list-style-type: none"> • MTFP does not reflect the budget required to operate these services and enable full commercial operation and potential service reduction; • Protracted process for decision making so no commercial gain for services against competitor's; • Highlighted risks are not mitigated so may result in failures across service areas (appendix F);
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5.2 The Business Plan for the MonLife (Appendix B) has been utilised as a part of this consideration alongside the Risk Register; Performance and Evaluation Framework; Marketing and Branding Strategy and Service Plan.

6. EVALUATION CRITERIA

6.1 MonLife's performance will be evaluated against its financial targets and key performance indicators as set out in the MonLife Business Plan and the Performance and Evaluation Framework, and animated by case studies illustrating impact and social return on investment. This will be supported by the development of the longer term Outcome Measurement Framework.

7. REASONS:

7.1 To enact the recommendations from the Council meeting 11th April 2019 to approve the transformation of services formally known as Tourism, Leisure, Culture and Youth to MonLife.

7.2 The Council and Public Service Board policy agenda continues to move towards health, activity and prevention.

7.3 The opportunity for transformation of MonLife within the Council setting supported by a Capital Investment plan can continue to play a direct role in the continued delivery of services at a local and regional level. Early evidence from the re-provision of Monmouth Leisure Centre is compelling about the Councils ability to provide a commercial high quality offer if it is minded too. Critical to its success is further development or refurbishment of key facilities

and infrastructure via investment, projects, grants and programmes and it will ensure priorities for investment are based on data, latent demand and maximum return on investment.

- 7.4 There are opportunities to improve and grow with plenty of enthusiasm and ambitious ideas that will be developed working in partnership with others, particularly within Monmouthshire County Council.

8. RESOURCE IMPLICATIONS

- 8.1 The cost of delivering these services for the next five years in accordance with the business plan are as follows; 2020/21 £3.756m, 2021/22 £3.674m, 2022/23 £3.628m, 2023/24 £3.595m and in 2024/25 £3.633m.
- 8.2 One key financial consideration, referred to in paragraph 3.11, relates to the Council agreeing at its meeting in April 2019 that Council adopt the Ealing ruling and to subsequently treat our VAT on sporting facilities as exempt. The Authority has not yet formally informed HMRC of this decision and in the interim has been taking advice and considering its VAT position, and in consideration of future events that could materially and financially impact on the authority.
- 8.3 A report is subsequently being considered by Cabinet on 18th September, and which seeks to outline all the key considerations and associated risks of adopting the Ealing ruling and to ensure that the importance attached to active VAT management going forward was understood. The consequence of investing in Abergavenny and Caldicot leisure centres in particular has an adverse consequence on what is known as the Council's partial exemption threshold and where risks arise of a material VAT consequence and payment if it is breached under certain circumstances. Senior officers are satisfied based on advice received that such a situation can be managed through good VAT management. The resultant impact will be that the Council can legitimately look to recover VAT from HMRC and going forward can benefit from VAT savings as a consequence of adopting the Ealing ruling.
- 8.4 The MonLife business plan includes proposals for additional new staff posts, it assumes that MonLife would benefit from VAT savings of circa £270k per annum, that additional investment would be made in services and where possible and necessary, with additional net income obtained from these services of £1.165m being generated to support capital repayments over the five year period.
- 8.5 The table below compares the costs of transformation of services against the existing 2019/20 budget. The current budget retains the net savings to the authority from externalising the service of £205k despite the authority not proceeding with this option. The current budget does not include any potential impact of the Ealing ruling on VAT.

Financial Year	MonLife £	Existing Budget £	Variance £
2020-21	3,756	3,658	98
2021-22	3,674	3,772	-98
2022-23	3,628	3,887	-259
2023-24	3,595	4,006	-411
2024-25	3,633	4,128	-495
TOTAL	18,286	19,451	-1,165

8.6 Over the five year period by adopting the transformation approach, MonLife is forecast to be below the budget model by £1,165k. This five year difference can be analysed as follows;

Increases for

- New Posts £1.366m
- Estimated inflation £0.406m £1.772m

Offset by

- VAT benefit from Ealing Ruling £1.365m
- Fees & Charges inflation £0.560m
- New Income pipelines £2.037m £3.962m
£2.190m

Less net savings already in MTFP from ADM £1.025m
Income to be capitalised for borrowing £1.165m

8.7 The budget for 2019/20 included net savings of £205k from transferring services to an alternative delivery model and as a consequence at month 2 the forecast indicated a potential overspend of £260k. The most recent forecast now assumes that the Ealing Ruling will be backdated to April 2019 resulting in £272k of extra VAT income. The current forecast now includes the extra VAT and the part-year impact of additional staff requirements (£77k) but when compared to the current year budget of £3.450m is to forecast overspend by £70k. This relates mainly to the Outdoor Activity centres which have seen a considerable reduction in school patronage through budget cuts, the loss of subsidies from other authorities and the general economic downturn. A review of the service is currently being undertaken and a recovery plan is being developed with the aim of putting the service on a more sustainable footing.

9. CONSULTEES

Senior Leadership Team
Cabinet

Member seminar update on services
Unions

10. BACKGROUND PAPERS

- Appendix A: Future Generations Evaluation**
- Appendix B: MonLife Business Plan**
- Appendix C: MonLife Commercial and Investment Strategy and Action Plan**
- Appendix D: Senior structure for MonLife**
- Appendix E: MonLife Performance and Evaluation Framework**
- Appendix F: MonLife Strategic Risk Register**
- Appendix G: Capital Projects**

11. AUTHORS:

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Marie Bartlett, Finance Lead
Tracey Thomas, Engagement and Workforce Lead

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Appendix A



monmouthshire
sir fynwy

Future Generations Evaluation (Includes Equalities and Sustainability)

<p>Name of the Officer Tracey Thomas</p> <p>Phone no: 07818 016924 E-mail: traceythomas@monmouthshire.gov.uk</p>	<p>MonLife Update</p>
<p>Name of Service: MonLife (formally Tourism, Leisure, Culture and Youth)</p>	<p>Date Future Generations Evaluation 21st August 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.

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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.</p>	<p>Keeping services open and local but with more community focus and coordination – helping knit communities together.</p> <p>Positive engagement and coordination with community focused services.</p> <p>Income generation and investment in key</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>aspects of the services will ensure the culture thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow successful volunteering scheme and employment.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Continue close working partnership with countryside and planning and ensuring green spaces and cultural heritage is supported.</p> <p>Management of greenspaces and property to maintain and enhance biodiversity and promote resilience.</p>	<p>MonLife services will continue to develop partnerships and support landscape scale action, provide expert advice and seek to access new forms of funding to secure partnership action.</p> <p>All new developments and programmes will consider how best to minimise our carbon footprint.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through leisure, sport, outdoor education, countryside and cultural access.</p> <p>The revised offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through the Public Service Board will ensure that physical and mental health through activity is widely available and that MonLife is central to this by working directly with its communities. The work inside Creating An Active and Healthy Monmouthshire Group connects to key acts such as Social Services Wales (Act) the Wellbeing Future Generations, Environment Act and also key strategies and drivers such as obesity including the Gwent Child Obesity Strategy, Get Wales</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?
		Moving (replacing Climbing Higher), etc. Schools Sports Surveys will be undertaken biannually along with work across Active Gwent Sport Development/Youth Teams, cultural services, cycling and walking product, and exercise referral should all contribute to a positive impact.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The MonLife portfolio will ensure the sustainability and growth in these service areas. Staff will continue to engage with the community and connect with local priorities – leading to service improvements by continuing to understand what matters to customers and partners.	Community cohesion will continue to be a key social driver. An extensive customer survey on, ‘what matters’, has been undertaken across all our services where, 1,200 returns were obtained and further engagement activities have taken place since then with customers, staff and user groups.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	MonLife services will continue to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken will take into account global and well-being issues as part of its day to day processes.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>MonLife services will continue to contribute greatly to the local culture, heritage and art; this will include the promotion and protection of the Welsh language.</p>	<p>One of the key drivers of MonLife will be the promotion of activity, health, culture and art and key developments will reflect this.</p> <p>The ability to react to the current markets and trends will enable the service to position itself to meet the outcomes.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>MonLife will continue to offer services for all age ranges and deliver a diverse and comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p> <p>The ability to extend current work towards access to facilities and services can be rolled out consistently across all service areas.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The 5 year business plan will continue to ensure the services are focused on function and development.</p>	<p>Reducing budgets and savings have led to some service areas altering core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating additional income to ensure negative impact of reducing budgets is mitigated.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The services have some key partners from funding, grants and delivery of service. Some key partners include other LA's, Public Health Wales, NRW, Sport & Art Wales, Visit Wales, Town & Community Council, Youth Offer partnership, Creating Active & Healthy Monmouthshire, Schools, Unions.</p>	<p>The next phase will include a full engagement program, scoping of commercial opportunities to move things forwards.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes all customers and staff across MonLife, Education and all other services in Monmouthshire, Town and Community Councils, the Senior Leadership Team and all Council members within Monmouthshire.</p>	<p>The engagement process is constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p> <p>Engagement is an ongoing continual process. A cohort of 16 staff members have held their inaugural meeting of the MonLife Staff Forum. The key purpose of this forum is to assist the senior team to ensure that staff and volunteers' voices are heard and provide opportunities to help inform key working areas of MonLife that need to be improved.</p> <p>The Staff Forum are a collective of individuals who are representing the MonLife workforce and will be the nucleus to ensure MonLife achieves the culture and conditions to enable it to thrive.</p> <p>The staff Forum will also be the main conduit for communications to the workforce through a variety of methods – newsletters; flyers; emails; posters; focus groups; wider staff forums.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The business plans for each service have been developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>Services have identified key income pipelines for commercially operating service areas, with clear plans being drawn up on how these can be developed and joined up within MonLife moving forwards.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>The opportunity to develop a new way of delivering services and sustaining their long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. All the services being considered contribute to the wellbeing goals although some are more clearly defined than others. It is important that the services are able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the social impact.</p>	<p>One of the key drivers will continue to be the promotion of activity, health, equality, culture and art and its structure and key developments will reflect that. It is also important to provide a full, varied programme and facilities for this to happen All of this will be linked back to ensuring the key priorities of the Future Generations Act are met. The Performance Evaluation Framework measures impact on all of the wellbeing goals</p>

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

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	MonLife will be able to provide greater opportunities for all ages as it will look to invest, develop and build on existing facilities and programs. There will also be a joined up approach so that all service areas in scope provide a much wider offer. The new model is likely to provide employment opportunities in new areas of the business for existing staff within marketing, sales, catering etc. These positive impacts will apply to all protected characteristics listed below.	n/a	Asking all of customers and partners what matters to them will evidently improve services. If we are in a position in the future to redesign and invest in facilities we will see an improved offer for all.
Disability	Any new re-design and development will conform to the Equalities Act.	n/a	Working with key partners we have ensured all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There are current Welsh Language courses running for all front of house staff to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.	n/a	Staff are engaging in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure teams are in a good position to deliver the core aims within a set timeframe.

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/have you done to mitigate any negative impacts or better contribute to positive impacts?

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

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

Throughout this process the following documents have underpinned the agreed move to MonLife:

- Final Business Case
- The Medium Term Financial Plan;
- Business Plan
- Commercial Investment Strategy
- Structure for MonLife
- Performance and Evaluation Framework

- Service Plan
- Marketing and Branding Plan
- Continuous Performance Culture briefing document
- Risk Register

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?

MonLife remodeling through a transformational model and remaining within the Council will ensure valued local services are maintained and by their nature continue to provide employment, growth and an increasingly skilled workforce. The proposals will enable services to be kept open with stronger community focus and coordination. The positive engagement activities with communities and staff will continue as well as a focus on income generation and investment in key aspects of the business to ensure the culture and business thrives. Incorporated services will contribute greatly to local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

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
Produce and present Strategic Outline Case to Joint Select (SOC)	5 th October 2016	Ian Saunders & Working Group	Complete
Subject to approval Draft Outline Business Case will be developed	October – February 2017	Ian Saunders & Working Group	Complete
Presentation for Senior Leadership Team around the Draft Outline Business Case	26 th January 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go to Senior Leadership Team	February 2017	Ian Saunders & Working Group	Complete
Draft Outline Business Case to go	27 th February 2017	Ian Saunders & Working Group	Complete

to Joint Select			
Draft Outline Business Case to go to Full Council for approval to progress to full Business Case	20 th March 2017	Ian Saunders & Working Group	Complete
Complete full business case and first draft of Business Plan to present to Cabinet	March – December 2017	Ian Saunders & Working Group	Complete
Subject to approval the ADM group structure will be established	June – August 2018	Ian Saunders & Working Group	
Subject to approval the ADM will go live	1 st October 2018	Ian Saunders & Working Group	
MonLife – ‘Transformation model’	11 th April 2019	Peter Davies and Frances Williams	Complete
MonLife - becoming operational	19 th September 2019	Ian Saunders and Project Team	

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Principle of the Alternative Delivery Model to be approved</i>	<i>September 2016</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

2	<i>Outline Business Case Draft</i>	<i>March 2017</i>	
3	<i>Completion of Final Business Case and first draft of Business Plan</i>	<i>November 2017</i>	
4	<i>Completion of update report and associated draft legal and governing documents</i>	<i>June 2018</i>	
5	<i>Move to 'Transformation' model</i>	<i>April 2019</i>	
6	<i>MonLife becoming an operational model</i>	<i>September 2019</i>	



BUSINESS PLAN

June 2019

Authors: *Ian Saunders, Chief Operating Officer, MonLife*
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Richard Simpkins, Business Manager, Tourism, Leisure and Culture
Tracey Thomas, Youth Service Manager
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Contents

1. Introduction.....	3
1.1 What is MonLife?	3
1.2 Structure	3
1.3 Adding Public Value.....	4
2. Strategic Objectives.....	4
2.1 Meeting Customer Needs	6
2.2 Financial Stability and Sustainability.....	7
2.3 A Vibrant and Flourishing Organisation	7
3. How MonLife will achieve this?.....	7
3.1 People and the Organisation	7
3.2 Sales and Marketing	8
3.3 Information and Communication Technology	8
3.4 Investing to improve services	9
3.5 Building partnership and collaboration.....	9
4. BUSINESS PLAN DELIVERY	9
4.1 Financial Strategy	9
4.2 Performance and Evaluation Framework	10
5. Conclusion: MonLife - delivering and improving services for everyone in Monmouthshire	11
Appendix 1 – Proposed Senior Structure	12
Appendix 2 - MonLife Service Strategy and Priorities 2020-25	13
Appendix 3 – Proposed Action Plans – Ensuring Financial Stability and Sustainability (Net Income Streams)	14
Appendix 4 – Proposed Action Plans – Meeting Customer Needs and Organisational Development	16
Appendix 5 – Current Performance Dashboard for Leisure Services	21
Appendix 6 - Well-being of Future Generations Goals & Principles	22
Appendix 7 – MonLife Aspirations	26
Appendix 8 – Background Financial Information	27

1. Introduction

This Business Plan sets out the vision and ambitions that Monmouthshire County Council have in establishing MonLife (formerly Tourism, Leisure, Culture and Youth Services) and the expectations around benefits anticipated to be delivered as set out in the Business Case supporting the Council decision to proceed with an in-house transformation option. It sets out a strategy for the recommended direction of travel for MonLife over the next three to five years. The purpose of MonLife will be to make the best possible contribution to improving the quality of life for all of the communities, aligning to Public Service Board priorities from the Well-being and Assessments plans. MonLife will deliver high quality customer experiences and encourage more visitors to the Monmouthshire area, supporting resilient and active environments to enhance and showcase the rich and diverse opportunities for people to enjoy. There is a clear vision for people to be the most creative and active they can be, driven by an organisation with strong values, owned by everyone in the organisation and experienced by all of those who engage with it. MonLife will be part of that organisation.

The Management Team have clear objectives and priorities in order to plan and prioritise its work. It is essential that MonLife are doing the right things, meeting needs and determining the value of their contribution, questioning the 'how' and the 'what' so that MonLife can maintain the right balance – where the social and environmental agenda is not compromised by a drive to just increase income and that those who can least afford to pay for our services are supported the most.

There are opportunities to improve the Business with plenty of enthusiasm and ambitious ideas working in partnership with others and this is paramount to its success. MonLife will continually review and redevelop the Strategic and Business plans and consult with partners to remain relevant and at the heart of the community. Critical to its success is further development or refurbishment of key facilities and infrastructure via investment, projects, grants and programmes and it will ensure priorities for investment are based on data, latent demand and maximum return on investment.

This document will continue to evolve as aspects of the plan require more detailed consideration.

1.1 What is MonLife?

MonLife is part of Monmouthshire County Council and delivers leisure youth and outdoor education, green infrastructure and countryside, tourism, destination development, arts, museums and attractions. MonLife's aspirations are captured in appendix 7.

We provide leisure services from 4 sites within Monmouthshire and offer outdoor activities at 2 centres. We have 7 sites which incorporate our attractions and museums and also promote tourism information and offer some of the most impressive buildings with historical interest and activities to engage all ages. Countryside services oversee a large countryside access network and sites to provide outdoor experiences for communities and visitors alike, whilst youth service offers valuable opportunities to young people across Monmouthshire.

MonLife has an annual direct turnover in 2019-20 of £8.51m with income of £6.42m and circa 136 FTE staff and circa 197 active volunteers. It works in collaboration with a large number of organisations including local clubs and societies (circa 356 partnerships) to ensure the best possible experiences are delivered to customers and communities.

1.2 Structure

The staffing structure provides full accountability back to Monmouthshire County Council, whilst giving freedom to be entrepreneurial whilst ensuring that the operation is operating as efficiently as possible.

A vital feature of the structure is that staff will work together as a single staff team, under the leadership of the Chief Operating Officer and the management team. This will enable MonLife to develop a seamless and integrated organisational culture, offering economies of scale and greater efficiency.

As MonLife evolves new leadership skills and vision will be required. Whilst arrangements for filling the key leadership roles are being made, we believe that the team along with some additional specialist roles will have the skills and vision to be successful. A full diagram of the proposed structure is shown at Appendix 1.

1.3 Adding Public Value

MonLife will operate as a family of services that rely upon one another for promotion, support and optimal operation. As a collective, they help position Monmouthshire as a great place in which to live, work, play and visit. They also play a significant part in shaping the environment, preventing demand that would normally end up requiring intervention by costly statutory services and all make a significant contribution to the social, environmental and economic health of the county.

By aligning to Public Service Boards and Well-being plans, MonLife will play a significant role in building sustainable and resilient communities, reducing inequalities and supporting vulnerable people. It will respond to the challenges and objectives of:-

- Preparing children and young people for the best possible start in life
- Responding to the challenges associated with demographic change
- Protect and enhance the resilience of our natural environment
- Develop opportunities for communities and businesses to be part of an economically and well-connected county.

MonLife has enthusiastic and energetic people throughout the organisation. We will enable teams to thrive, learn and grow and continue to provide valuable local services. It is essential to empower the team to lead and reduce bureaucracy, as often they have the answers to improved efficient delivery and new ideas – ensuring we make the top line as big a priority as the bottom line. Workforce development is key to ensuring that staff within MonLife excels at customer service; the behaviours and attitudes that underpin this will be fully engrained into their organisational culture.

During the first year of operation, MonLife will have a change agenda programme to enable us to grasp all the opportunities that come its way. This business plan is intended to help identify and create possibilities that will make the most positive impact over the next 5 years. It will help guide MonLife's work for the next 5 years recognising the demographic challenges, including an ageing population, increasing levels of obesity and inactivity.

2. Strategic Objectives

The direction of travel for MonLife is to ensure that we meet the aspirations of MCC and its community in a challenging financial environment by transforming its services and culture to one which:

- provides the services and operates from sites and venues that people want to use, offering better quality for our customers and key partners;
- is trusted and valued; secure in its role as a leader for these services;
- has a culture that is more flexible, entrepreneurial and commercially minded; and
- builds on the loyalty of our workforce both volunteers and staff who motivate a huge cross section of the community to take part in those services that improve lives.

What will make us different?

There are a considerable number of providers within the locality that provide a healthy competitive market to some of our service offer. Nevertheless we believe that MonLife has a number of distinctive features which make it unique.

Partners, Community & Outreach

- We are strongly engaged with the local community and with outreach work beyond our venues;
- We have strong learning and health and wellbeing links; and
- We network collectively with 356 partners to enable us to grow and enhance our service offer.

Our Products and Service

- We provide many free services and where we charge, our charges are competitive offering great value for money which means more local people and community organisations can access our services;
- We have developed bespoke services to meet the widest range of interests of our customers and local community groups;
- Our workforce is dynamic, diverse and expert to ensure we deliver the optimum service offer for our customers and beyond;
- We are innovative and proactive with our approach to new products and trends; and
- We provide something for everyone across our service offer.

Our Users and Customers

- We provide a positive, enjoyable and supportive experience for a diverse community of users which acts to encourage many potential customers who might otherwise be deterred in participating in activities;
- We provide bespoke services, support and information tailored to the needs of individuals;
- We provide reliable and well informed professional advice and information services tailored to customer's requirements;
- We seek feedback from both our direct and indirect customers and regularly review our services against it; and
- We assess our progress against our outcome measurement framework embracing all of our activities.

Monmouthshire County Council through MonLife will achieve its five year ambition through work focused on the following three strategic objectives:

Figure 2 – Key Strategic Objectives



2.1 Meeting Customer Needs

People are at the heart of everything, be they customers or potential customers.

MonLife will work hard to understand its markets and communicate effectively, including engaging with those people who may be harder to reach. We will ensure quality, accessibility to facilities and programme, and maintain the balance of universal provision with supported targeted activity.

Working to this objective will require:

- Excellent knowledge of our customers and the markets in which we operate;
- Motivating and communicating;
- Social and environmental responsibility;
- Growing customer loyalty; and
- Affordability and value for money.

We will have a relentless focus on our markets:

MonLife will continue to provide a range of publicly funded or subsidised services to the citizens of Monmouthshire. We have ambitions to develop and improve all these services. In addition, we will provide services to many of the 2 million plus visitors who come to Monmouthshire every year.

The Council has already carried out significant market research on these marketplaces including:

- Latent demand studies;
- Visitor information;
- Benchmarking across leisure and outdoor education services; and
- Latest industry dynamics.

These will continue to be developed as MonLife will focus on using business intelligence and market segmentation.

2.2 Financial Stability and Sustainability

Being efficient and effective and operating within our means.

This objective is crucial given the challenging public sector funding environment and underpins everything that MonLife will do. It is clear that MonLife must find new ways to ensure their development continues, and to meet customer needs. Many of the venues, facilities and programmes will require investment and improvement, funding for which has been in decline over many years. The ability to generate increased levels of income will also largely be dependent upon being able to provide a high quality experience to customers. We therefore need to improve income generation, become more entrepreneurial and ensure that funds raised are invested in priorities determined on robust evidence.

Working to this objective will require:

- Targeted income generation;
- Investment in to improve services;
- Partnerships to engage people and deliver more and better services; and
- Value for money.

2.3 A Vibrant and Flourishing Organisation

Growing up, getting stronger and maturing as a service group is critical to our development and if we are to live up to all our and our stakeholder expectations.

MonLife will be flexible and entrepreneurially minded. We will work with all our staff to enable them to rise to this challenge. It is a step change that must be made and all our people will need to be involved in the process.

Working to this objective will require:

- Sound governance;
- Organisational culture development;
- Employee empowerment, knowledge and development; and
- Policy Development.

3. How MonLife will achieve this?

MonLife will look to deliver its objectives through five key work streams and action plans will be developed which will regularly be reported to and monitored by Council.

3.1 People and the Organisation

MonLife's biggest internal investment is in its workforce regardless of whether they are paid staff or volunteers. Their contribution has a profound impact on the business outcomes. The capacity to be leaders at all levels, to innovate and develop ideas is vital to the success of the business and people need to be empowered and encouraged to do so. MonLife will also seek to increase its ability to attract greater community interest and involvement in their work.

In its first 5 years MonLife will:

- Ensure existing services are delivered effectively
- Comply with Council Policies and procedures, including safeguarding, to ensure robust mechanisms are in place to support services and the workforce;

- Manage any required organisational transition to produce an effective business, that maintains and enhances relationships – managing relationships with stakeholders and growing partnerships;
- Generate increased uptake of services – beginning to take a more commercial approach to income generation;
- Embed integrity, equality of opportunity, and social and environmental responsibility in how they undertake the business – beginning to establish a more commercial culture;
- To create a positive working environment where staff use their skills and expertise to deliver valued contributions to the business – building a new team and getting ‘buy in’ to the new organisation;
- Establish a Staff forum where representatives from within the workforce are able to contribute, inform and shape the growth and development of the organisation;
- Roll out the workforce development action plan that fully engages all employees and volunteers, and supports them to meet the objectives of the business;
- Implement performance management and accountability more robustly across the organisation; and
- Offer an improved standard and increased range of volunteering opportunities including those for young people, to benefit those seeking to change employment prospects, and enhance older people’s community contribution and personal wellbeing; ensure the business has the appropriate mix and blend of effective and value for money support services to meet our business needs.

3.2 Sales and Marketing

MonLife has a diverse ‘offer’, with many products and a wide variety of customer bases. The range of product and customers gives us great potential to cross sell more effectively. This is dependent on us having excellent information about multiple users across the business and offering a consistent and joined up customer experience. MonLife will develop its brand and build upon it to generate new customers.

During the first five years MonLife will:

- Develop and implement a marketing strategy which seeks to invest and grow the products across the business;
- To develop a better understanding of its customers and improve marketing activity – establishing new activities to lead to better communications and a stronger business base;
- Make use of customer information and data, to provide a stronger evidence base for decision making;
- Implement thematic marketing plans around customer bases;
- Seek ways to better integrate customer sales activity and increase cross selling, building this into plans for events, programmes and venues;
- Ensure that growing brand awareness is something that everyone in the organisation can contribute to and become champions for the services the business deliver; and
- Develop digital communications and engagement appropriate to a range of audiences.

3.3 Information and Communication Technology

MonLife will need to review its use of modern digital technologies. Current systems provide the management information and customer knowledge which will need to be evaluated to ensure it meets basic customer expectations such as online booking or joining. New technology could also help achieve efficiency savings in the longer term, better target our marketing, respond to trends, and communicate more effectively with our customers.

Over the next 5 years MonLife will:

- Enable customers to book and pay online prioritising services such as sport and fitness courses and classes;
- Ensure a priority for improvement to the electronic point of sales systems, which allow us to chart customer usage across our services;
- Enhance our digital presence, to improve our customer and visitor facing information;
- Develop a clear understanding of future needs and create a prioritised plan that allows us to improve working culture, make best use of creativity and innovation, and manage information;
- Allocate resource to drive our ICT improvements forward and give careful consideration to the implications of our plans on financial resources and systems support services; and
- Ensure that Monmouthshire's Digital Strategy includes and prioritises all the above.

3.4 Investing to improve services

The buildings and assets supporting MonLife's services have suffered from lack of investment. MonLife will seek to find new ways to rationalise and be more efficient as well as thinking differently about how venues are used. Customer expectations are ever changing and programme providers have to be fleet of foot to keep ahead of trends and meet customer needs.

Alongside these new approaches MonLife will seek to establish a programme of investment in buildings and assets using its access to a range of sources of finance.

In its first 5 years MonLife will:

- Actively seek new investment from grants and other sources of finance to improve the services it offers;
- Monitor and respond to trends and identify opportunities for new programmes and uses of venues and facilities where return on investment can be optimised; and
- Take a lead role in co-ordinating programme provision with others, be willing to innovate more and introduce new content, taking risks where considered manageable.

3.5 Building partnership and collaboration

MonLife sees itself as part of the community it serves. It will work to develop a wide range of partnerships to support its services. We will listen to others and be involved in genuine community partnerships. Matching ambitions and community aspirations with increasingly demanding funding constraints will require partners to plan together in the best interests of the area we serve and not to compete.

In its first 5 years MonLife will:

- Demonstrate how it provides a good social and environmental return on investment;
- Engage with partners to share any available research that would help us better understand community needs and be open to joint commissioning of research;
- Work with an increased range of local and national partners who ideally will describe MonLife and Monmouthshire County Council as an excellent partner to work with;
- Ensure a wide range of views and contributions are taken account of in the Action Plans
- Build in accessible opportunities for engagement of communities and customers in our planning for improvement from the outset; and
- Grow our presence and influence within the community planning and well-being framework.

4. BUSINESS PLAN DELIVERY

MonLife is confident that it can deliver its Business Plan making best use of available resources, having robust action plans and effective monitoring of progress. The action plans are summarised in the Appendices.

4.1 Financial Strategy

To minimise the financial impact on the Council, the financial strategy has to focus on maximising income, particularly through increased participation, as well as reducing expenditure by improved efficiency and some service reductions. One of the reasons to remain within the Council was the recent successful Ealing Case with HMRC which allows local authorities to benefit from the same VAT rules regarding sporting activities and this business plan assumes that Monmouthshire will adopt the ruling. This allows the authority to utilise this additional funding to reinvest in these services.

The financial projections are based on prudent assumptions and are robust. Appendix 8 provides details of the assumptions used.

Table 1 – Financial Plan Estimates Income and Costs 2020 – 2025

	MonLife					5 YEAR TOTAL
	Estimate 2020-21 £	Estimate 2021-22 £	Estimate 2022-23 £	Estimate 2023-24 £	Estimate 2024-25 £	
Grant Income	-603,982	-603,982	-603,982	-603,982	-603,982	-3,019,908
School Income	-328,523	-328,523	-328,523	-328,523	-328,523	-1,642,615
Other Income	-4,453,171	-5,072,823	-5,129,531	-5,816,451	-5,995,272	-26,467,248
Total Income	-5,385,676	-6,005,328	-6,062,035	-6,748,956	-6,927,777	-31,129,772
Staffing Costs	7,000,679	7,316,104	7,321,781	7,774,787	7,905,320	37,318,671
Premises Costs	771,289	818,073	818,959	891,027	915,909	4,215,257
Transport Costs	89,204	91,434	91,446	96,062	98,464	466,610
Supplies & Services	1,109,962	1,276,592	1,280,617	1,393,127	1,444,829	6,505,128
Contracts	170,575	177,340	177,340	188,818	196,038	910,111
Total Costs	9,141,710	9,679,543	9,690,144	10,343,821	10,560,560	49,415,778
Net Cost	3,756,034	3,674,215	3,628,108	3,594,865	3,632,783	18,286,006

4.2 Performance and Evaluation Framework

MonLife will have an integrated business planning, monitoring and evaluation framework across all of its activities to measure performance, evidence impact and drive continuous improvement. Supporting this Business Plan will be annual SMART action plans for MonLife's teams and key delivery programmes.

This performance and evaluation framework will enable assessment of MonLife's contribution to delivery of the Council's Corporate Plan priorities / actions and the Public Service Board well-being objectives / programmes

The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery.

The performance framework also embraces customer and user engagement, including:

- Customer focussed surveys (of user & non-user)
- Direct user engagement and feedback
- Continuing to promote quality volunteering opportunities, including mechanisms to gauge volunteer feedback

- Responding to FOI requests, undertake investigations, carry out dispute resolution and respond to complaints / complements

Feedback will be considered by teams and senior management team and any resulting actions identified in team or programme delivery plans as appropriate.

MonLife is committed to the effective management of risk given its exposure to a wide range of risks and threats in delivering key services to communities. MonLife recognises the need to identify, evaluate and manage those risks that threaten the delivery of services to the community and the health and safety of its service users, employees, partners and the public at large. Risk management will include:

- Maintaining a strategic risk register
- Enabling scrutiny and external assessment of key risks
- Identifying operational risks as part of team and programme action plans
- Utilising a RAG review / exception reporting process across all team and programme delivery plans
- Project specific risk assessments
- Safeguarding procedures and SAFE audits in line with MCC's existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met

Many of MonLife's services operate within a regulated, inspected and accredited environment. This varies from mandatory licensing of the outdoor education and Duke of Edinburgh Award services; statutory inspections of youth services; assessment of industry safety and qualification standards (e.g. lifeguards), through voluntary accreditation of quality standards for fitness provision, museums, attractions and green spaces. MonLife will continue to seek relevant external accreditation and quality assessment and explore new opportunities to do so as it develops.

In addition, MonLife will add a longer-term outcome focus as an Outcome Measurement Framework is developed. The intent is to build an outcome measurement framework that will embrace all of MonLife's activities and fully reflect what MonLife does and wants to achieve. This will allow MonLife to refine and develop its performance measures annually. Developing an outcome measurement framework will take time, as it needs to fully reflect MonLife's ambitions; align with the measures established under national and local frameworks for well-being plans; and be sufficiently robust without being beyond MonLife's ability to implement and report on.

The objectives and priorities described in this Business Plan will be delivered through a series of annual delivery plans. The Annual Delivery Plan will consist of activities that directly contributes to this Strategy. Key priorities are outlined in appendix 2. Implementation of the Annual Delivery Plans will be managed across all business functions as well as project plans for developing key initiatives. An indication of the likely annual action plans are shown at appendix 3 and 4 and their impact on the Well-being of Future Generations Goals & Principles at appendix 6.

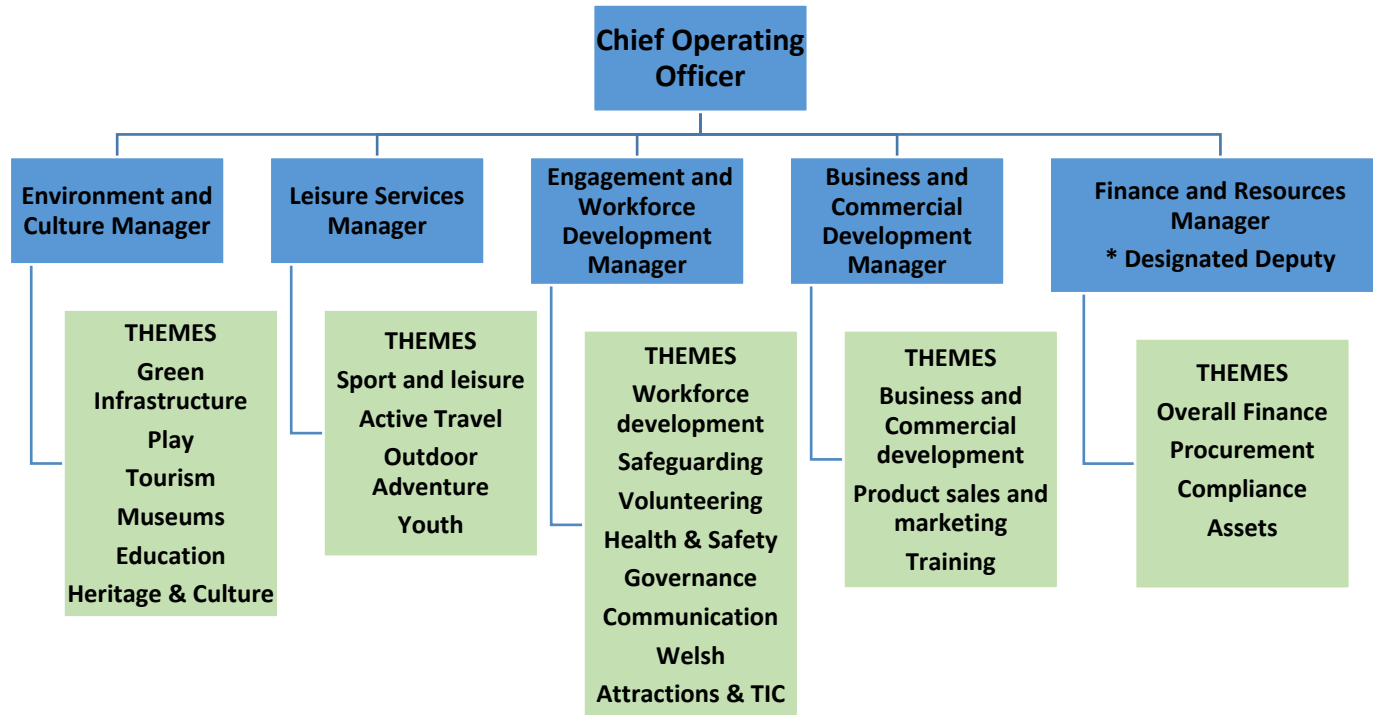
5. Conclusion: MonLife - delivering and improving services for everyone in Monmouthshire

MonLife is led by a committed leadership team and group of staff who are fully committed to transforming services and progressing future plans. With support from within the Council and the engagement of people across the county, MonLife will deliver more and improved services and contribute to help make Monmouthshire a more active and healthy place in which to live and work.

MonLife will help to improve and enrich the lives of the citizens of Monmouthshire, and its many visitors by bringing the services in to a single, agile and enterprising new way of working. Much needed investment in facilities and services will ensure that MonLife delivers a product that is fit for purpose and future generations to come. Through clear leadership and a motivated team with

continuous monitoring of performance MonLife will be an efficient model that is both aspirational and driven towards delivering what matters to the citizens of Monmouthshire.

Appendix 1 – Proposed Senior Structure



Appendix 2 - MonLife Service Strategy and Priorities 2020-25

Service Area	Strategy
All Services	To develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities. Maximise the offer and make key decisions based on accurate data business intelligence and a clear outcome measurement framework across TLCY. Be more commercially focused and sweat assets to ensure there is a comprehensive re-invest and re-design program to further develop and grow the customer offer.
Leisure Centres	Providing facilities and activities that are designed to enhance the quality of people's lives and improve the health of our communities. There also needs to be a key focus on income generation to maximise opportunities and grow the business to re-invest in facilities and services.
Youth Service	Providing informal and non-formal learning opportunities supporting and enabling young people to develop holistically, facilitating their personal, social and educational development in order for them to reach their full potential. There is also an opportunity to develop programs in Youth and other services in Leisure and Outdoor Education with a dedicated joined up program of activities for ages 0-24.
Outdoor Education	Providing high quality, cost efficient outdoor education and adventure activities across South East Wales and beyond offering residential and day visits for business, school, college, youth and adult groups, Teacher training, CPD, technical skills courses and specialist outdoor services. Maximising the capacity uptake of all facilities is also a key driver moving forwards.
Caldicot Castle & Country Park	Be recognised as a destination that people love, come to learn, to explore and to enjoy themselves in a setting that is beautiful and impressive providing a strong focus for engaging with the local community and for all visitors. Develop an events program that is commercially focussed including conferences and weddings packages and catering and grow the footfall through the site.
Shire Hall	Delivering a high quality, customer driven service, helping to create wonderful memories enabling visitors to connect with our rich history and explore our beautiful building whilst striving to ensure that, whatever the occasion, our guests experience is as special, memorable and impressive as possible. As part of this we will be looking to maximise facility usage for a wide range of activities including weddings, conferences, meetings, birthday parties as well as developing digital tours.
Tintern Old Station	Providing the best possible customer focussed accessible tourist attraction while striving to generate economic and social benefits for the local community and also to the visitors to Monmouthshire. There is a real opportunity to grow the commercial element at the Station with investment opportunities on the track, tunnel/store, additional parking areas, glamping, shepherds huts and catering offering.
Museums	Inspiring a passion for Monmouthshire with a mission to bring heritage, collections, arts and culture alive with our communities and visitors. To achieve this we will continue to implement the 5 year museums business plan.
Green Infrastructure & Countryside	To support resilient living and active environments for all. Our focus is on enabling health, activity, ecosystem and economic benefits. To achieve this we take a green infrastructure approach based around multiple benefits, multi-disciplinary and partnership working, wide involvement, volunteering and engagement.
Tourism	To help deliver the destination management plan which aims to increase the competitiveness of Monmouthshire as a year round sustainable tourism destination to grow the economic, environmental and social contribution of Monmouthshire's visitor economy.
Community Events	Bringing people together to enjoy themselves in a safe environment whilst showcasing Monmouthshire's most-loved assets generating additional income to invest back into our quality service and beautiful County.

Appendix 3 – Proposed Action Plans – Ensuring Financial Stability and Sustainability (Net Income Streams)

Area Outcomes Key: 1 -Financial stability and sustainability 2 - Meeting customer needs, developing and delivering valued services 3 - Organisational development, transforming the organisation	Year 1 2020/2	Year 2 2021/2	Year 3 2022/2	Year 4 2023/2	Year 5 2024/2	Monitoring & Evaluation			Outcomes		
	1	2	3	4	5	Usage	Financial	Customer	Financial	Customer	Organisat ion
Leisure Centres											
The Monmouthshire Games - New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	9,990	12,951	17,929	22,909	27,857	√	√	√	√	√	√
Personal Instructors - The intention is to extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	9,840	10,086	10,338	10,648	10,914	√	√	√	√	√	√
Monmouth Leisure Centre - Extension of Beauty and Therapy Offer	15,790	19,568	23,939	28,902	30,347	√	√	√	√	√	√
Caldicot Leisure Centre Re-design - Refurbishment and extension of centre, provide 50 – 60 fitness stations, play facility and café area, improve changing rooms and provide extra changing rooms for clubs		145,000	145,265	145,503	145,713	√	√	√	√	√	√
Abergavenny Re-design – Refurbishment and extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area, play facility and café area				145,503	145,713	√	√	√	√	√	√
Tourism											
Catering – Additional income from extension of coffee facility at Chepstow TIC	1,296	2,554	3,135	4,388	4,291	√	√	√	√	√	√
Outdoor Education											
Activity with Schools - Increase occupancy levels by at Hilston and Gilwern by targeted and specific marketing. Refurbish the site facilities (bathrooms and bedrooms)	25,000	50,000	75,000	100,000	125,000	√	√	√	√	√	√
Commercial Activity – Increase usage of site by other commercial organisations	4,300	6,600	7,400	7,800	11,850	√	√	√	√	√	√
Tintern Old Station											
Train Rides - Provide train rides and having gained total ownership of the track will operate all season.	4,800	5,100	7,275	7,700	7,950	√	√	√	√	√	√

Page 103

Area Outcomes Key:	Year 1	Year 2	Year 3	Year 4	Year 5	Monitoring & Evaluation			Outcomes		
Car Parking – Improve collection of parking fee	4,800	4,800	4,800	4,800	4,800	√	√	√	√	√	√
Caldicot Castle											
Mobile and other Catering Offer - The introduction of a mobile catering offer in the country park and increased uptake of new café within the Castle grounds.	148	344	597	912	1,655	√	√	√	√	√	√
Shirehall											
Maximise Income from Sales – redesign flow of visitors in the building to encourage sales and visitor tours	3,212	3,133	3,510	3,918	4,360	√	√	√	√	√	√
All Services											
Events - Delivering a range of events at each of our sites, increasing bookings and developing a better wedding offer	18,750	22,500	26,250	30,000	37,500	√	√	√	√	√	√
Marketing – Expected improvement through targeted marketing including digital marketing	2,500	5,000	10,000	15,000	20,000	√	√	√	√	√	√
Procurement – Renegotiation and rationalisation of contracts	39,095	40,072	41,024	42,101	43,154	√	√	√	√	√	√

Appendix 4 – Proposed Action Plans – Meeting Customer Needs and Organisational Development

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
1. FINANCIAL STABILITY AND SUSTAINABILITY								
Marketing & Support (including branding)								
• Marketing Strategy								
Finalise a MonLife Marketing Strategy across all activities	√					√	√	√
Finalise and implement MonLife branding across the organisation in phases	√	√				√	√	√
Develop a new web presence for MonLife	√	√				√	√	
• Developing Marketing and Sales								
Implement a Marketing and Sales strategy across the group to ensure all commercial opportunities are maximised and there is a clear commercial direction.	√	√	√	√	√	√	√	√
Develop staff to have the skills, knowledge and confidence to work and sell across many different areas of the business.	√	√	√	√	√	√	√	√
Digital Marketing: Sponsorship and digital screens selling advertising		√	√	√	√	√		
• Enhancing Support Services								
To undertake a review of business support	√	√				√	√	√
Prepare a digital strategy including reviewing IT systems and support		√				√	√	√
Procurement review to ensure achieving best value	√	√				√		
Energy use review		√	√			√		
Sustaining income								
• Increasing membership and uptake								
Leisure Sites Increase usage of sites by membership growth and promotion	√	√	√	√	√	√	√	
Continue to develop the Monmouthshire Games and Dryside Sport Activities additional income supplemented by bi-products (e.g. football camps).	√	√	√	√	√	√	√	
Extending the current number of Personal Instructors from 1 to 2 per site	√	√				√	√	
Continue with a 50-week Learn to Swim Programme and aim to maintain 99% of all junior swimmers on Direct Debit.	√	√	√	√	√	√	√	
Grow our existing membership database through an innovative sales and marketing plan and focus on the Membership Wellness Journey and new Roadmap for retention	√	√	√	√	√	√	√	
Outdoor education – increase schools occupancy via marketing and promotion	√	√	√	√	√	√	√	
Duke of Edinburgh Award – increase uptake via marketing and promotion	√	√	√	√	√	√	√	
Old Station Tintern – Increase frequency and use of miniature train rides	√	√	√	√	√	√	√	
• Improving our retail and catering offer						√	√	

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Introduction of Chepstow TIC café - Sales of food drink snacks etc.	√	√	√	√	√	√		
Caldicot Castle – Introduction of year round mobile catering facility in County Park.	√	√	√	√	√	√	√	
Tintern Old Station - Review of catering facility and assessment of future contract / provision		√	√	√	√	√	√	
Improving the retail offer across all of our sites	√	√	√					
• Developing our events, wedding and celebration offer								
Coordinating and developing the events, wedding and celebration offer across attractions and venues	√	√	√	√	√	√	√	
• Other traded activity								
Outdoor education – other traded activity		√	√	√	√	√	√	
Visit Monmouthshire - Other traded activity with the public		√	√	√	√	√		
Old Station Tintern – maintaining car parking income	√	√	√	√	√	√	√	
GI/Countryside - Work for Other Local Authorities etc.	√	√	√	√	√	√		
Youth Service - Income for County Wide Events - Pride / summer camp etc.		√	√	√	√	√	√	
Youth Service - Sponsorship Activities / Partnership work		√	√	√	√	√		
• Grants / Donations								
Ensure that we cover increased proportion of delivery costs through grant income growth		√	√	√	√	√		
Explore options for increasing Donations		√	√	√	√	√		
• Investing in our facilities								
Invest in our facilities to re-design areas ensuring they provide opportunities for growth and sustainability						√	√	
Hilston Park – Formulate future site development plan	√					√	√	
Old Station Tintern – Formulate future site development plan, including consideration of visitor accommodation	√					√	√	
2. MEETING CUSTOMER NEEDS, DEVELOPING AND DELIVERING VALUED SERVICES								
Service delivery and development & widening participation								
• Exercise referral								
Continue to explore existing exercise referral routes and new routes for citizens to access the National Exercise Referral Scheme in Monmouthshire.	√	√	√	√	√	√	√	
Increase the percentage of people participating in the exercise referral scheme still active after 16 weeks.	√	√	√	√	√	√	√	
• Widening sports participation								
Continue to explore new routes for the continued participation in sport, inclusive participation and physical activity.	√	√	√	√	√	√	√	

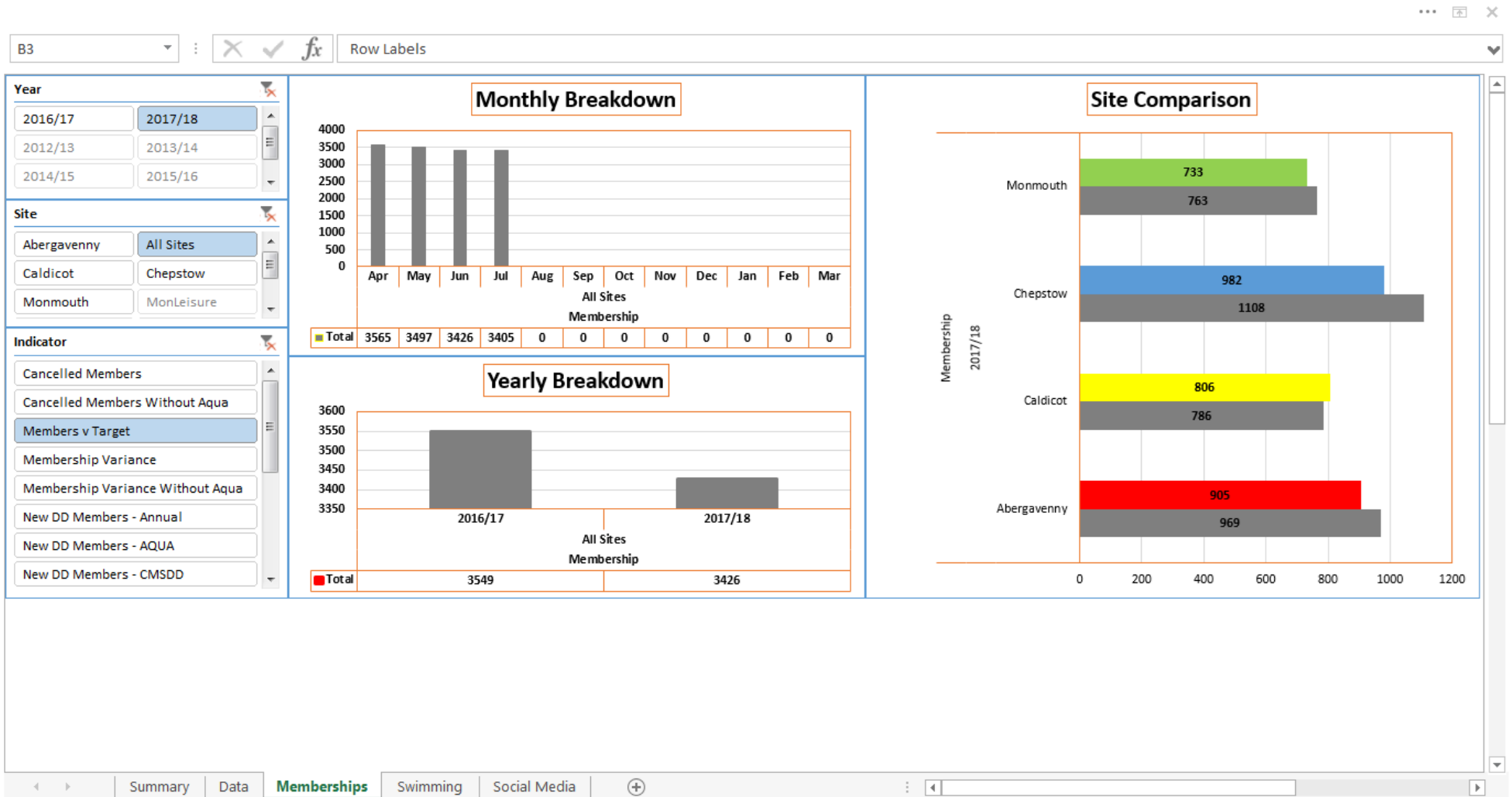
Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Develop sport leadership and volunteering opportunities to provide the necessary skill base for our future workforce (developing leaders today for tomorrow).	√	√	√	√	√	√	√	√
Increase the opportunities for children and young people to engage in sport & physical activity delivery through delivering the playmaker programme, training & support.	√	√	√	√	√	√	√	
Increase the number of children participating in swimming lessons.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Youth work 								
Provide open access youth work provision to meet local need and identified gaps.	√	√	√	√	√	√	√	
Deliver specific and targeted provision for the most vulnerable young people.	√	√	√	√	√	√	√	
To support young people's social, emotional and intellectual development through the Youth Work curriculum	√	√	√	√	√	√	√	
Facilitating educational and recreational trips and visits.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Duke of Edinburgh Award 								
Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Play 								
Support the delivery of good quality play opportunities by delivery of the Play Action Plan	√	√	√	√	√	√	√	
Offering open access inclusive play opportunities for children and young people.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Outdoor Activity 								
Develop marketing to source new client groups and to ensure existing clients are aware of developments and opportunities for innovative programmes (Outdoor Education)	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Develop the countryside access / walking offer 								
Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline (Countryside Access)	√	√	√	√	√	√	√	
Promote activity through opportunities for outdoor recreation, including walking, and for volunteering, engagement and learning including Fit4Life walking groups	√	√	√	√	√	√	√	
Developing the walking product	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Attractions 								
Develop and improve the offer and the visitor experience at all attractions through improved customer experience, events, information, learning offer and interpretation	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Learning 								
Learning – developing our formal and informal learning offer by implementing the learning strategy co-ordinated via the learning group	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Supporting people with Dementia 								
Develop and maintain provision for people with dementia including memory boxes and reminiscence café's	√	√	√	√	√	√	√	√

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Pilot and seek funding for and implementation of the Creative Lives, Active Lives project	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Museums 								
To ensure we have a depth and breadth of skills to provide a professional museum offer.	√	√	√	√	√	√	√	√
To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture offer.	√	√	√	√	√	√	√	
Develop outdoor offer at Abergavenny Castle through events programme/ possible provision of a covered structure								
<ul style="list-style-type: none"> Environment & Culture 								
Deliver the Biodiversity and Resilient Ecosystems Forward Plan	√	√	√	√	√	√	√	
Participate with Natural Resources Wales and others in the co-production and implementation of the Area Statements required under the Environment Act (Wales)	√	√		√	√	√	√	
Contribute to the delivery of the Living Levels Landscape Partnership scheme	√	√	√			√	√	
Protect and enhance the resilience of our natural and local environments through enhancing green infrastructure, local heritage, arts and culture	√	√	√	√	√	√	√	
Support more opportunities for local living, working & leisure by delivering the destination management plan and co-ordinated green infrastructure advice	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Destination Development 								
Deliver and monitor the revised Monmouthshire Destination Management Plan and new destination partnership arrangements	√	√	√	√	√	√	√	
Continue to promote Monmouthshire to group travel / travel trade and business tourism markets through membership of Southern Wales and Meet Gateway South Wales consortia.	√	√	√	√	√	√	√	
Continue to undertake destination research and provide tourism business support, including data stewardship of the Wales Tourism Product Database which provides content for destination website, visitor information kiosks and visitwales.com	√	√	√	√	√	√	√	
3. ORGANISATIONAL DEVELOPMENT, TRANSFORMING THE ORGANISATION								
Developing our people								
<ul style="list-style-type: none"> Ensuring safeguarding 								
To deliver robust safeguarding processes within TLCY services.	√	√	√	√	√	√	√	
<ul style="list-style-type: none"> Developing Staff 								
Reviewing staff training and piloting internal training provision	√	√	√	√	√			√
Introduce an employee performance and development plan (PDP) approach and measures of staff engagement	√	√	√	√	√			√

Outcomes Key: 1) Financial stability and sustainability 2) Meeting customer needs, developing and delivering valued services 3) Organisational development, transforming the organisation	Year 0 2019/20	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Outcomes		
						1	2	3
Establish and maintain a staff forum	√	√	√	√	√			√
<ul style="list-style-type: none"> Promoting & supporting volunteering 								
To proactively implement the volunteering programme and recruit volunteers	√	√	√	√	√			√
Managing our assets better								
To develop a Heritage Strategy to embed the skills and knowledge required to sustain, manage and develop MonLife' s heritage assets and conduct a Museum Collection Review		√	√	√			√	√
To develop capital bids arising from the Heritage Strategy / Museum Collection Review			√	√	√	√		
To prepare Green Infrastructure Management Plans for all of MonLife's greenspaces / sites and support their implementation	√	√	√				√	√
Measuring Impacts								
<ul style="list-style-type: none"> Performance & Evaluation Framework 								
Establish the proposed Performance and Evaluation Framework including reviewing business processes and procedures, maintaining external accreditation, developing and consolidating the performance indicator framework, risk assessments and team and programme action plans / project plans	√	√				√	√	√
Develop the Outcome measurement Framework to provide a long-term basis for future impact assessment and refine the performance indicator framework as this work develops			√	√		√	√	√

Appendix 5 – Current Performance Dashboard for Leisure Services

Page 190



Appendix 6 - Well-being of Future Generations Goals & Principles

Project / Programme Name	Well-being Principles					Well-being Goals						
	Long Term	Preventative	Integration	Collaboration	Involvement	Prosperous	Resilient	Healthier	More Equal	Cohesive	Vibrant Culture & WL	Globally Responsive
Leisure Centres												
New programme of sporting opportunities during all school holiday periods with the aim of growing a database of children who consistently attend.	√	√	√	√	√	√	√	√		√		
To extend the current number of Personal Instructors from 1 to 3 per site with no additional cost.	√	√				√	√	√	√			
Extension of the existing fitness suite from 30-40 to 50-60 stations and free weights area based on a latent demand of 288 members. Re-provision of the café and provision of play area (Abergavenny & Caldicot)		√				√		√				√
Continue to explore existing exercise referral routes and challenge a preferred way forward for citizens to access the National Exercise Referral Scheme in Monmouthshire.		√	√	√	√	√	√	√	√	√		
Continue to explore a preferred way forward for the continued participation in sport, inclusive participation and physical activity.		√	√	√	√	√	√	√	√	√		
Develop sport leadership and volunteering opportunities to provide the necessary skill base for our future workforce (developing leaders today for tomorrow).				√	√	√	√		√			√
Grow our existing membership database through an innovative sales and marketing plan and focus on the Membership Wellness Journey and new Roadmap for retention	√	√	√		√	√	√	√				
Continue with a 50 week Learn to Swim Programme and aim to convert 99% of all junior swimmers over to Direct Debit.	√	√				√		√				√
Tourism												
Developing and expanding our existing range of goods for resale.						√					√	√
Development of visitmonmouthshire.com to improve / upgrade the existing website content and functionality for customers to purchase items.	√		√	√	√	√				√	√	√
Deliver and monitor the revised Monmouthshire Destination Management Plan and new destination partnership arrangements	√		√	√	√					√		
Develop a sustainable future for Monmouthshire's Tourist Information Service through development of new	√				√	√	√			√	√	√

	Well-being Principles					Well-being Goals							
income streams including an eShop and locally distinctive café, and a project to identify best practice visitor information provision.													
Continue to promote Monmouthshire to group travel / travel trade and business tourism markets through membership of Southern Wales and Meet Gateway South Wales consortia.	√			√	√	√						√	
Continue to undertake destination research and provide tourism business support, including data stewardship of the Wales Tourism Product Database which provides content for destination website, visitor information kiosks and visitwales.com	√			√								√	√
Youth Service													
Delivering a training model offering qualifications such as: IQA training, EAT training, Wellbeing training.	√	√	√	√	√	√	√	√	√	√	√		
Provide open access youth work provision to meet local need and identified gaps.	√	√	√	√	√	√	√	√	√	√	√	√	
Deliver specific and targeted provision for the most vulnerable young people.	√	√	√			√	√		√	√			
Provide the young people of Monmouthshire with the opportunity to participate in the Duke of Edinburgh Award.				√	√	√	√	√	√	√	√	√	
To provide a confidential and accessible counselling/therapy service for young people between the ages of 10-19 years old in Monmouthshire.	√	√			√	√	√		√				
Work with schools/other agencies to provide training and consultancy around mental health awareness.	√	√		√	√	√	√	√		√			
Tintern Old Station													
To run the miniature train throughout the whole season by taking over sole ownership of the railway track.	√				√							√	
To plan an event programme.	√											√	√
Museums													
To increase the offer of our 4 reminiscence boxes, 6 formal education workshops and 4 school loan boxes.		√	√	√	√	√	√	√			√	√	
To ensure we have a depth and breadth of skills to provide a professional museum offer.	√			√	√	√						√	
To increase and widen our user base and raise awareness of Monmouthshire Museums as part of the wider Arts and Culture offer.	√		√	√	√						√	√	
Contribute to a vibrant community by adapting to work in new and innovative ways.	√		√	√	√	√	√	√			√	√	
Service Wide													
Implement a Marketing and Sales Team to develop a strategy across the group to ensure all commercial opportunities are maximised and there is a clear commercial direction.	√		√	√		√	√				√		√

	Well-being Principles					Well-being Goals						
Review back office systems that are designed to take bookings, process sales, record and report accurate data and analyse performance to make informed decisions for the business	√		√	√	√	√	√			√		√
Develop a team of staff who have the skills, knowledge and confidence to work and sell across many different areas of the business.	√			√	√	√	√			√		√
Outdoor Education												
Develop marketing to source new client groups and to ensure existing clients are aware of developments and opportunities for innovative programmes.	√			√		√	√				√	√
Increase occupancy levels at Hilston and Gilwern	√		√	√	√	√	√	√		√	√	√
Improvements to buildings and facilities available to client groups.	√					√	√				√	√
Improvements in IT hard and soft ware systems.	√		√	√	√							√
Caldicot Castle												
Develop and improve offer within the Castle and in the country park through catering, business conferences and weddings and linking it to our learning programme for the Education product.	√		√	√	√	√				√	√	√
Shire Hall												
Develop the existing events and wedding offer.	√					√					√	√
Green Infrastructure & Countryside												
Deliver the newly approved Biodiversity and Resilient Ecosystems Forward Plan, including developing actions with measurable targets.	√	√				√						
Participate with Natural Resources Wales and others in the co-production of the Area Statements required under the Environment Act (Wales) (South East Wales & Marine Area Statements).			√	√						√		
Progress the Rights of Way Improvement Plan Review in accordance with the approved timetable / statutory deadline	√					√	√	√			√	
Contribute to the delivery of the Living Levels Landscape Partnership scheme	√		√	√	√	√				√	√	
Community Events												
Continue to deliver a varied programme of local events across all our venues.	√		√	√	√	√				√	√	√

Appendix 7 – MonLife Aspirations

MonLife Aspirations

Marketing

Years 1-5

- Marketing Strategy including branding and new web presence
- Developing Marketing and Sales to maximise commercial opportunities
- Enhancing Support Services to share back office systems

Sustaining income

Years 1-5

- Increasing membership and uptake
- Improving the catering offer
- Developing the wedding and celebration offer
- Other traded activity
- Grant income growth / donations
- Investing in our facilities and new site activities

Developing our people

Years 1-5

- Ensuring robust safeguarding
- Developing staff including training, engagement and development
- Promoting and supporting volunteers

Managing our assets

Years 1-5

- Developing a strategy for all heritage assets / museum collection review
- Developing capital bids
- Green Infrastructure Management Plans for all greenspace assets

Measuring Impact

Years 1-5

- Performance and evaluation framework
- A new Outcome Measurement Framework



Service Delivery, Development & Widening Participation

Years 1-5

- Exercise referral: develop new participation routes and increase percentage still active
- Widening sports participation: increase the opportunities for participation in sport and physical activity
- Youth offer: develop and deliver an enhanced integrated youth offer
- Duke of Edinburgh award: widen take up
- Play: support good quality inclusive play opportunities
- Outdoor activity: new client groups and opportunities
- Developing Countryside / Walking Offer: promote further opportunities
- Attractions: develop offer, events and visitor experience
- Learning; develop formal & informal learning offer
- Supporting people with Dementia: Creative Lives, Active lives project
- Museums: widen user base, develop offer
- Environment & Culture: Green infrastructure/resilient ecosystems plan & actions, inc. Living Levels
- Destination Development: Destination Plan & partnership, group/trade travel, product support

Appendix 8 – Background Financial Information

The calculations for all of the financial information contained within this business plan are based upon the existing service budgets for 2019/20. It had been recognised that several services were experiencing financial problems where costs are outstripping the budget and an analysis has identified the areas where services are likely to overspend, both in 2017/18 and 2018/19 which resulted in pressure built into the 2019/20 service budgets. Work is currently ongoing with the School sites to establish new service level agreements to ensure maximum usage of all sites however the model only assumes that charges to schools will remain at 19/20 price levels.

The model uses the same inflation factors for pay and pension contributions as in the MTFP but differs on other costs, in that for 20/21 and future years, inflation has been built into the model based upon predictions from the Office of National Statistics. The model also takes account of benefits from VAT changes in respect of the Ealing ruling from April 2019 onwards which the Council is committed to adopting.

The model also identifies the extra annual costs of running the services and includes a selection of income generating proposals. Income generating options were scored (RAG) and only those that were identified as 'green' were included within the model. These proposals were then stress tested and evaluated by an independent consultant to determine their achievability.

Only three significant schemes are included as investments, this includes major investment at two of our leisure sites and the refurbishment of one of our Outdoor Sites. A separate business case will be presented to the Council detailing the total investment required and the contribution that the increase in income from the redeveloped sites can make towards those capital costs.

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Appendix C

MonLife Commercial & Investment Strategy

1. Introduction

- 1.1 MonLife is part of Monmouthshire County Council and delivers a range of services that was previously part of Tourism, Leisure, Culture and Youth services. The services provided are leisure, youth, outdoor education, green infrastructure and countryside, tourism, destination development, arts, museums and attractions.
- 1.2 MonLife provide leisure services from 4 sites within Monmouthshire and offers outdoor activities at 2 centres. There are 7 sites which incorporate attractions and museums but also promote tourism information and offer some of the most impressive buildings with historical interest and activities to engage all ages. Countryside services oversee a large countryside access network and sites to provide outdoor experiences for communities and visitors alike, whilst youth service offers valuable opportunities to young people across Monmouthshire.
- 1.3 MonLife has an annual direct turnover in 2019-20 of £8.51m with income of £6.42m and circa 136 FTE staff and circa 197 active volunteers. It works in collaboration with a large number of organisations including local clubs and societies (circa 356 partnerships) to ensure the best possible experiences are delivered to customers and communities.
- 1.4 The MonLife Business Plan sets out the vision and ambitions that Monmouthshire County Council have in establishing MonLife. It sets out a strategy for the recommended direction of travel for MonLife over the next three to five years. This commercial and investment strategy looks to support the aims and objectives of the business plan.

2. Our Purpose

- 2.1 The purpose of MonLife is to make the best possible contribution to improving the quality of life for all of the communities, aligning to Public Service Board priorities from the Well-being Plan and Assessments. The strategic context for these services are described in appendix 1 providing details of purpose, objectives and a SWOT analysis.
- 2.2 MonLife aims to deliver high quality customer experiences and encourage more visitors to the Monmouthshire area, supporting resilient and active environments to enhance and showcase the rich and diverse opportunities for people to enjoy. There is a clear vision for people to be the most creative and active they can be, driven by an organisation with strong values, owned by everyone in the organisation and experienced by all of those who engage with it.
- 2.3 MonLife has clear objectives and priorities in order to plan and prioritise its work. It is essential that MonLife are doing the right things, meeting needs and determining the value of their contribution, questioning the 'how' and the 'what' so that MonLife can maintain the right balance – where the social and environmental agenda is not compromised by a drive to just increase income and that those who can least afford to pay for our services are supported the most.

2.4 There are opportunities to improve the Business with plenty of enthusiasm and ambitious ideas working in partnership with others and this is paramount to its success. MonLife will continually review and redevelop the Strategic and Business plans and consult with partners to remain relevant and at the heart of the community. Critical to its success is further development or refurbishment of key facilities and infrastructure via investment, projects, grants and programmes and it will ensure priorities for investment are based on data, latent demand and maximum return on investment.

3. Becoming More Commercial

3.1 MonLife is working in a challenging financial environment and needs to be able to meet those challenges and exceed them, survive and thrive, live within its means but still deliver high quality services to its customers and communities. To do this, MonLife needs to change its culture, thinking, and ways of working and embrace and deliver commercialism throughout MonLife at every level.

3.2 With austerity measures set to continue, MonLife will have to operate with potential mounting financial pressures, reduced resources and greater market competition for services. A transformation programme will need to be established that make MonLife more modern and efficient but the remainder of any revenue shortfall must then be found through commercialism and income generation if MonLife is to avoid cutting services.

3.3 There will inevitably be, uncertainties in future funding and increasing demands on costs of our services and therefore MonLife will need to take a more commercial approach to be self-sufficient financially and ensure that services are not adversely affected, so that we are 'future-proofed' and thriving into the future.

3.4 For MonLife, commercialism means the ability to think and act more business-like when considering the ways to manage, operate, deliver and resource our services and products in order to deliver best value for communities and customers.

3.5 Commercialism does not mean just making a profit. It includes:

- Considering the whole life cost of decisions, including market impact and benefits realisation.
- Improving efficiency of service delivery – reducing costs and streamlining processes
- Maximising value for money from contractual relationships
- Making robust decisions on a consistent basis with evidence and a sound business case
- Considering new and innovative ways of generating income
- Taking an investment based approach to the use of financial resources including assessing the return from the investment in terms of financial return, delivery of MonLife's priorities and added value for our communities

3.6 This means making sound and clear decisions in using resources; investing funds to become more efficient and generating income for MonLife to deliver better services whilst retaining a clear focus on communities. This will affect different parts of the business in different ways and to varying degrees, as some services are only be partially commercial.

3.7 However, commercial principles can be applied to most operations and services and must be considered when reviewing all objectives and direction. It will involve cultural change with strong and effective leadership and management at all levels and throughout the organisation.

3.8 To achieve these requirements MonLife will need to work to a clear commercial and investment strategy and deliver its objectives on time and on target. It needs to understand the need to embracing a more commercial culture, as both their thinking and actions will be of paramount importance to help Monmouthshire deliver additional net income and high quality services, effectively and efficiently.

3.9 MonLife therefore need to be ambitious and innovative in our thinking with invest to save schemes, secure long term revenue streams in order to support and deliver the services. By adopting this mind-set and achieving in all of these areas MonLife will ultimately be in a better position to meet our wider objectives.

4. How do we achieve this?

4.1 Commercialism work will evolve and continue into the future to meet or exceed ongoing revenue targets wherever possible. In summary MonLife will need to grow its revenue through commercial, ambitious and innovative investment, development, and cost reduction of its services. It will:

- develop into a more cohesive and ambitious, economically efficient organisation
- become a partner of choice for the community and other sectors by demonstrating its commercial awareness and effective delivery of services
- invests in its staff and attracts the next generation
- aim to become a leader in its field, delivering high quality, efficient, effective and timely services to its communities and customers.

4.2 This strategy applies whenever MonLife spends money with external suppliers, enters into or manage the commercial arrangements, generate income or makes a commercial decision. Whilst the Service teams will lead on delivery, they will also work in partnership with all other teams across Monmouthshire and externally with partners and customers.

4.3 However, it is recognised that not all services can 'trade' or charge for what they do for customers to generate a direct income (such as Green Infrastructure and Youth Services), but to some degree commercial strategy principles can still apply; MonLife believes that other services can be more innovative and will now be enabled to do so in a commercial manner until now.

4.4 A commercial approach needs to be adopted across MonLife, which allows everybody to share their ideas. This will allow for all ideas to be fully explored and evaluated swiftly,

using a robust early assessment criteria model and fully costed business case approach. In this way we can take forward the right projects, measure efficiencies, deadlines and income, through to delivering the final project.

- 4.5 MonLife has enterprising staff and partners, their skills and ideas need to be clearly and effectively communicated and harnessed to help achieve the commercial strategy. Investment needs to be made in staff training to enhance staff skills and raise the level of commercial expertise across MonLife; this is an investment and of value to Monmouthshire, not a cost.
- 4.6 Stakeholders, staff and customers will also need to feel engaged and valued in our new commercial and innovative approach, realistic targets and projects will be agreed having engaged with them to obtain views, inputs and buy-in.
- 4.7 We have to accept that MonLife will need to take some more risk to achieve its ambitions and achieve commercial success. This risk should be balanced with an efficient and proportional regard to governance, policy, management, processes and systems to ensure robust decision-making, performance and success of any new enterprise, contracts or partnerships. All of which will continue to evolve and be refined over time to ensure that the MonLife adheres to its responsibilities and that public money continues to be appropriately invested, used and accounted for.

5. Conclusions

- 5.1 The Executive and the Senior Management Team will oversee all commercial business activities ensuring that they are appropriately governed, scrutinised, managed and monitored. Managers and staff throughout MonLife will also be empowered to consider and progress proposals on income generation proposals and trading opportunities.
- 5.2 Ultimately, all investment decisions will be made having applied a robust business case or evaluated against agreed key assessment criteria prior to progressing. A set of financial and non-financial criteria will be used to assess which schemes and projects progress. Final decisions for larger investments and income generating proposals will be taken by Cabinet, Council and the Senior Management Team under the reviewed and pre-agreed governance and procurement procedures.

MonLife Commercial & Investment Strategy - ACTION PLAN FOR 2020-2024

1. Maximising Use of Resources

Each and every service will be challenged to reduce its subsidy per annum commencing in 2020/21 by reviewing fees, charges, processes, the cost of delivering its services and the potential to deliver new added value services.

This will be done in conjunction with the Executive and the Management Team, which will comprise a group of like-minded skilled and experienced people, working with each service as a 'critical friend' to achieve a common goal. They will assist the internal business services and offer advice and specialist experience to draw upon in order take the best innovative ideas forward to improve services, with a comprehensive proposal and business plan for approval and implementation.

2. Income Generation Group

We propose that we set up an Income Generation Group comprising Members and senior Council officers who will provide a 'think tank' to consider and debate broader income generation ideas, including external investment proposals and partnership working.

These proposals will need to be measured against agreed assessment criteria to ensure it meets the required returns/objectives and so that investment of money is applied with proportionate and efficient regard to procurement and governance procedures. Wherever appropriate this will be undertaken fully prior to the formal decision making processes to ensure that only valid projects with real merit are taken forward.

A list of proposals is attached at appendix 2 for discussion by the Executive for initial discussion as to what major projects they would wish to take to the next stage and therefore will be subject to further work concerning the likely costs of the project, the projected return on investment and potential additional cost to the Council and to develop a sound business case which identifies all the benefits and risks to the Council. All project business cases which require some form of capital funding will be submitted initially to the Council for their approval.

In order to manage risk, all projects will be in accordance with reviewed and updated procurement and governance procedures. These will need to be regularly reviewed, updated and refined in order to ensure flexibility with operational needs, so that a proportionate and efficient reliance can be applied in their use.

3. Implement Proposals That Meet Other Objectives and Social Value

Other projects that do not meet income generation criteria, but do provide some financial return and/or bring collective benefit to the community in accordance with our wider objectives will be considered with a different form of assessment criteria but similar decision making process; albeit their primary objective may not be to generate income but to deliver a service of community benefit i.e. health, welfare, leisure, etc.

4. Specific Property and Development Proposals

In order for MonLife to become more enterprising and commercially focused which achieves its vision, it will need to make better use of our property assets as well as look to invest in development and regeneration of these sites.

By investing in schemes and projects that improve productivity and reduce costs MonLife will generate extra revenue. Generating significant levels of new income for MonLife will help it to be more financially sustainable within Monmouthshire County Council.

5. Property Maintenance

The management of the fabric of the buildings used by MonLife in delivering its services are undertaken by the Council's Maintenance team. The planned maintenance programme is informed by condition survey data. Periodic testing is undertaken on an annual basis and defects or recommendations are prioritised or if urgent, reactive repairs are undertaken. Limited capital and revenue maintenance budgets have resulted in a large amount of maintenance outstanding. For income generating services where the customer pays a fee, MonLife needs to work closely with the team to ensure that there is limited impact on the customer experience.

Where investment decisions are made to replace or refurbish buildings, we will endeavour to take account of dealing with any backlog maintenance issues and will liaise closely with our Property colleagues.

6. Renewable Energy Schemes - Invest to Save

A number of renewable energy measures and projects will be investigated with Estates to manage our existing and future energy costs and requirements. A valid business case in line with assessment criteria will need to be met and also considered within the overall asset portfolio in order to ensure correct governance and a balanced investment and income portfolio is maintained, having regard to investment risk in new technology, in terms of security, and yield in financial terms. Monmouthshire has signed up to the re-fit programme to lever in loan funding to realise energy savings through new electrical and mechanical installations.

7. Maximising Use of Buildings

MonLife uses 13 buildings to deliver its services. We will seek to ensure that where we let rooms in buildings, we will seek to maximise the letting potential through active marketing. All bookings made on a commercial basis will meet its costs and make a contribution towards the fixed cost of the buildings. Lettings made on any other basis, where subsidised to provide a community benefit, will be recognised and substantiated.

MonLife will also seek to identify with its PSB partners opportunities to share accommodation and costs, particularly around any future development of our leisure sites.

Our leisure centres sit on shared sites with our secondary schools and we need to ensure that we have an improved school use agreement that ensures access to the sites when needed but also allows the flexibility to be more creative to create a more sustainable model for our facilities.

8. Links with Local Development Plan

The Council has its own Local Development Plan which sets the context for local development opportunities and is now being reviewed. We will strive to ensure that where new residential housing is developed then suitable regard is given to ensure that the new communities have access to either existing or new MonLife Services. We will continue to work with the Enterprise Directorate to ensure our needs are taken into account and provided for.

9. Commercial Services and Income Generation

In order to deliver all of this MonLife will need to invest in resource and the skills to deliver the redefining and redesigning how they work and who they work with. The Head of Business Development will assist with the Income Generation objective. This post is tasked with overseeing and managing existing business units and developing them into self-contained profit centres and investigating new business and income opportunities and taking these projects forward to fruition on a similar basis of funding and development.

In considering such opportunities a predetermined set of assessment criteria for each proposed investment project will be used and a business case for proceeding completed in each case to ensure transparency, due diligence, governance and consistency to aid achievement of our objectives.

The decision making process will reflect the specific circumstances of each case. Where the criteria are met, it is intended that there will be a schedule of delegation agreed that enables positive decisions to be made that respect market requirements for swift action and confidentiality.

There will also be regular performance monitoring to demonstrate how the investments are performing over time, and to enable portfolio review to take place to maximise benefit over time.

10. Digitalisation

MonLife staff will continue to work with the digital team to ensure that use is made of new technologies to automate processes and provide end to end customer services. Staff need to be provided with support to enable them to transform the way that they do their job and free them up to do more rewarding tasks with customers and the community.

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

11. Borrowing – Funding through Future Income Steams

MonLife through Monmouthshire County Council will have access to low cost borrowing. As part of the commercial strategy, each new proposal will be reviewed for investment and income generation prospects to ensure that proposals which meet the investment criteria are progressed. This will be undertaken through keen commercial management and consideration of all financial vehicles available to us.

12. How will we know that we have been successful?

Commercial Objectives will be measured overall by the level of additional income generated, but also in a number of other ways, for example;

- Embed a commercial culture across the organisation through developing and upskilling staff to empower them to be more commercially aware, enterprising and innovative.
- An increase in commercial activity demonstrated by the level of additional income being achieved, such as an increase in total contribution to fixed costs and overheads (by %) and contribution to staff costs (by %).
- Reducing the net budget of a service by reducing variable costs of that service.
- Additional investment income will be measured and monitored in terms of increase in turnover, profit and return on investment, as appropriate
- Income targets will be agreed with and set for teams that can/are charging for services and efficiency targets agreed with and set for all teams.
- To review all fees and charges and look to increase them in line with inflation annually, or where more appropriate every three years, in order to maintain 'true value' and cost effective fees and charges.
- To deliver an annual improvement in income generating services by the end of 2021 and ongoing.

Appendix 1 - Strategic Context for MonLife Services (Summary)

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
LEISURE SERVICES							
<p>To provide clean, friendly, accessible facilities and services for all our customers across four dual use leisure centres based on secondary school sites at Tisbury, Aldicot, Chipstow and Monmouth.</p>	<p>To provide opportunities for local people to lead more active lifestyles; To increase participation in the National Exercise Referral scheme</p>	<p>To create an Active and Healthy Monmouthshire; To increase Commercial drive through innovation and enterprise; To maximise participation and enjoyment levels; To promote health and wellbeing; To increase communication and community engagement; Work towards every child in Monmouthshire being a swimmer by 2020 and a community that regularly participates in aquatic activities as part of a healthy lifestyle.</p>	<p>To increase footfall & participation levels; To increase membership growth; To increase income To increase fitness levels via the MyWellness Cloud account; To introduce personal training initiatives for staff across all 4 sites To provide increased opportunities for people with disabilities to participate in sport and physical activity;</p>	<p>Good facilities; Professional industry qualified & knowledgeable staff; Wide range of activities and programmes; Successful Exercise Referral Scheme; Customer focused approach; Good IT systems and equipment in Reception and Fitness Suites; Strong core values; Strong market placement; Clear brand & positive image. Strong links with neighboring Authorities and National Governing Bodies; Dual use sites with school provision.</p>	<p>Budgetary constraints coupled with lack of funding constrain growth opportunities; Time constraints on staff to concentrate on business opportunities (i.e. training); Timetabling and pressures on facilities during school day restricting income generation opportunities; Dated buildings with old exterior design and look (except Monmouth). Dual use sites with school provision.</p>	<p>Maximise opportunities through recognition, partnership and collaboration; Build & maintain a strong team; Redesign and develop facilities to reach maximum potential; Be more insightful and use data to make informed decisions; Develop IT & interactive systems to improve customer experience; Identify gaps in the market through new activities and equipment to encourage footfall; Implement sales and marketing plan to raise awareness of our offer; Develop MyWellness</p>	<p>Pressure on budgets - efficiency savings, inflated income targets; Equipment coming to end of life cycle; Competition from neighbouring local authorities and from private facilitators; Recreation and Leisure is a non-statutory service area. Participation costs having to rise at a time when the economy is struggling. Current competition and the possibility of new operators entering the market locally. Competing venues for community use i.e. community centres, village halls and clubs.</p>

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
						platform for members to access data and exercise history; Offer high quality National Exercise Referral Scheme across Wales.	Business complacency. Recruitment of personal trainers as they will be working to key targets and paying a rental fee.
OUTDOOR EDUCATION							
<p>To provide an outdoor education service across two centres;</p> <p>To offer residential & day visits for school, college, youth & adult groups;</p> <p>Teacher training /INSET/CPD;</p> <p>Outdoor advice for MCC;</p> <p>accommodation only & technical training courses</p>	Provision of outdoor education to schools;	Provision of outdoor education service for local schools;	Enhancement of existing service to include a wider offer e.g. outreach & off site activities;	Long established traditional service based on good practice with a strong reputation, offering a quality product;	Centres are tired & too small to have the economies of scale to be operationally cost effective;	Consolidate accommodation bases to improve efficiency, investing in accommodation & facilities to increase income potential & identifying private sector partners for joint leisure ventures.	Lack of investment on some sites restricts current & future potential;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
					private sector operators, too inflexible, Do not maximise the booking opportunities within existing schools and new markets available.	generic outdoor activity based tourism; Development of outreach & offsite activities.	
GREEN INFRASTRUCTURE & COUNTRYSIDE							
<p>To make Monmouthshire a green and healthy place to live, work & visit, through a well-connected and accessible network of green and blue spaces which embrace the County's unique and special landscape & rich diversity of species and habitats.</p>	<p>To contribute to the sustainable management of natural resources to support resilient living and active environments that deliver economic, social & environmental benefits including recreational access and outdoor activity for health and wellbeing</p>	<p>Protecting and enhancing the resilience of our natural and local environments by enhancing green infrastructure, local heritage, arts and culture.</p> <p>Supporting more opportunities for local living, working & leisure via a green infrastructure strategy & helping deliver the destination management plan.</p> <p>Promoting activity & outdoor recreation, including walking,</p>	<p>To maintain and develop service delivery to maximise environmental, economic & social benefits.</p> <p>Building new and developing existing partnerships including "landscape scale" action to support resilient living and active environments.</p> <p>Delivery of the Green Infrastructure Strategy.</p> <p>Enabling access and widening</p>	<p>Numerous successful funding applications; Development & sustaining successful volunteering programme including supporting groups seeking to access and help manage the countryside; Green Flag Award status; Strong partnerships including Living Levels, AONB, Local Access Forum, etc.; Maintained partners support and confidence and current</p>	<p>Failure to keep pace with deteriorating condition of countryside access & visitor site infrastructure & reduced capacity to address this; Insufficient support of GIS mapping system; Capacity issues relating to growth in responsibilities / expectations: Biodiversity (e.g. new biodiversity and resilience of eco-systems duty (Environment Act)); Meeting demands for development management and other</p>	<p>Opportunities to build new partnerships around resilience and Area Statement delivery and to extend landscape scale action; contribution to the carbon reduction agenda; further investment and partnerships at countryside sites; Further developing & investment in the walking product / active travel to support destination development; supporting more volunteering and community action;</p>	<p>Asset deterioration of countryside access network; reduction in and increased competition / complexity of grant funding; teams capacity</p>

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		<p>and for volunteering, engagement and learning.</p> <p>Supporting the delivery of good quality play opportunities by delivery of the Play Action Plan.</p>	<p>participation to deliver wellbeing outcomes and support active lifestyles.</p>	<p>approach to prioritisation on countryside access tasks has wide support; Developed use of IT systems for access (CAMS, interactive mapping etc.)</p>	<p>consultations; volunteering – the limited capacity to support volunteering demand</p>	<p>Delivery of the Green Infrastructure Strategy</p>	
YOUTH SERVICE							
<p>To create a framework meeting needs of young people, to ensure equality of opportunity and to provide learning experiences which will enable young people to fulfil their potential as empowered individuals and members of communities</p>	<p>To manage & sustain statutory youth service provisions & work with partners in the voluntary sector to provide youth support services to meet the Welsh Government's agenda to give entitlements to young people.</p>	<p>To achieve a more consistent and coordinated approach of Welsh Language Youth Provision for young people across Monmouthshire. To provide and facilitate the E2C youth forum to ensure young people have their voices heard. To increase the development and delivery of a youth work offer in both Chepstow and Abergavenny areas. To design and implement the new</p>	<p>To develop new opportunities for young people and increase the levels of engagement across the service. To ensure a quality-assured service to young people and stakeholders through effective programmes, systems, policies and processes To develop current and evolving ways of participation & engagement with young people</p>	<p>Proven ability to draw in funding opportunities; Young people have a voice and influence in the services provided for them Professionally qualified & knowledgeable staff; Wide range of activities and programmes</p>	<p>Limited staff, resources and budget.</p>	<p>Efficiencies and savings can be made through sharing of resources; Greater offer of opportunities for young people through collective activities, and full use of skills of staff in similar areas.</p>	<p>Reduction in grant from WG for set projects. Reduction of loss of funding grants currently able to access</p>

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		Shift programme to support young people around emotional wellbeing and resilience. To implement the community element of the Compass project to support young people who are at risk of homelessness.					
TOURISM / DESTINATION DEVELOPMENT							
Page 209 To increase the competitiveness of Monmouthshire as a year round sustainable tourism destination to grow the economic, environmental and social contribution of Monmouthshire's visitor economy.	To contribute significantly to the development of the regional and national visitor economy of Wales.	To implement the Destination Management Plan 2017-2020 to drive forward greater investment in the destination through a new and improved visitor experience that will deliver increased expenditure, reduced seasonality, and higher visitor satisfaction, and to engage stakeholders in productive partnership	To deliver growth in visitor numbers, spend & tourism employment managing research & information to monitor / evidence this; to maintain and lead an effective destination management partnership; to continually develop online marketing channels to maintain relevance to audiences; to work with other SE	Wide (and increasing) range of high quality visitor experiences on offer; Reputation and market penetration of Visit Monmouthshire; Increasing volume & value of visitors to Monmouthshire; Successful delivery of externally funded projects, achieving target outputs on time & within budget; Excellent reputation and	Limited iconic / reputation changing products Limited staff resource & budget. Staff resource spread too thinly & reduced focus on things that deliver best ROI.	Destination Management Plan and engaged Partnership to drive & monitor tourism growth; developing joint tourism / economic development strategies; align branding and messaging to achieve greater impact & connect place branding / place making; external funding opportunities; developing Monmouthshire	Tourism is a non-statutory function yet tourism is Monmouthshire's most important industry as the county's economy is more reliant on it than the economies of other LAs in the region; embedding new structures and not developing joined up tourism /economic development strategies. Changes in external funding;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		working in all that we do.	Wales LAs to capitalise on the opportunities of City Deal for Monmouthshire and the Cardiff Capital Region.	credibility locally and regionally.		Ambassadors capacity to take visitor facing roles to realise potential social capital, improve advocacy; Brexit.	reduced team capacity; Brexit.
SHIREHALL							
To conserve & enhance the architectural heritage of Shire Hall & ensure it is accessible to local people & visitors	To connect the past with the present to inform and shape the future. (A Wales of vibrant culture and thriving Welsh language)	To increase visitor numbers; To become financially sustainable; To increase wedding & other bookings; To increase shop takings; To increase heritage guided tours; To build on reputation as a centre for learning; To enhance our importance to the community	Increase footfall Provide necessary skill base and opportunities for future workforce Ask "What Matters" to our Customers Re-design customer journey and experience through interpretation of the site.	Well used by community; Beautiful building much loved by community and considered to be a major heritage asset; Well established and popular celebration venue; The building hosts a multitude of activities.	Lack of parking; Saturday market at front of the building effecting wedding bookings; The courtroom, meeting rooms, archaeological exhibition & town council base represent a confused visitor offer; Competition from heritage assets managed and marketed by CADW & the National Trust; Competition from alternative venues for community use i.e. community centres, village halls and clubs;	Central location makes it an ideal venue for exhibitions; Coordinated & complementary marketing as part of the wider Monmouthshire Visitor Attractions & Museums Offer; Coordinate wedding offer across MCC attractions to include wedding fairs; Development of new heritage trails; Improved interpretation in the Courtroom, could result in admission being charged; Option to look at new markets and activities as part of	Competitive wedding & events market in Monmouth; High staffing costs make it difficult to compete with other operators;

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
						the events calendar. Introduction of an events coordinator will assist with programming and income generation.	
CALDICOT CASTLE							
<p>To become a high quality destination reflecting the qualities of the heritage and environment and enhancing the quality of life, contributing to community identity and well-being, and to educational, cultural and economic development.</p>	<p>Connecting the past with the present to inform and shape the future.</p>	<p>Castle and 55 acre Country Park is a visitor hub offering:- A heritage destination of mediaeval origin; Opportunity for visitors to understand the rich biodiversity and ecology; Family experience offering great value and providing a range of quality activities within the park A renowned venue for a broad programme of cultural, sports, and other events, A base for healthy living including exercise and enjoyment of the</p>	<p>To be recognised as a premier destination, To be a magnet for the local community and for visitors which fully reflects the special qualities of the built heritage and natural environment. Country Park will link visitors with the town centre and the wider network of open spaces and attractions, encouraging people to spend more time enjoying facilities and services, delivering economic benefits to Caldicot & its surroundings.</p>	<p>An impressive Castle; Visit Wales accredited visitor attraction; Small tearoom; recently refurbished banqueting room used for wedding receptions, ceremonies & mediaeval banquets; Country park extends to 55 acres which is used extensively by locals including dog walkers. Popular destination for orienteering and geocaching. Strong Friends Group & Volunteer base; Local people value the heritage, open space &</p>	<p>Visitor numbers low due to lack of changing activities & exhibits; Lack of visitor data; Operating at trading deficit; Café income limited by opening hours; There is a lack of interpretation which is confusing due to 19th & 20th Century alterations; Castle is of a confusing appearance, slightly 'divorced' from town centre Difficult to serve the needs of wheelchair and other visitors with restricted mobility. Some areas are in</p>	<p>Kitchen and Banqueting room have undergone a recent refurbishment; Marketing Castle as part of a wider Monmouthshire CC attractions offer; Increased events activity will offer growth potential; Joint marketing opportunities with the private sector e.g. David Broome Equestrian Centre; Potential to develop circular activity trails & links to Gwent levels programme; Increased development of wedding offer;</p>	<p>Significant capital investment required for Castle Walls; Local resistance to change; Lack of targeted marketing activity resulting in low visitor numbers when competing with intensive marketing of CADW castles; Lack of site specific business plan and income generation pipeline.</p>

Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
		natural / semi natural environment	Maximising secondary spend opportunities; Re-evaluating the interpretation and customer experience at the site.	enjoy the programme of events	need of repair and refurbishment most notably the South West Tower;	Introduction of an events coordinator will assist with programming and income generation.	
OLD STATION TINTERN							
<p>To provide an accessible tourist attraction while driving to generate economic and social benefits for the local community and also to the visitors to Monmouthshire.</p>	<p>As an open green space the site is vital to well-being and the 5 key ways in which exposure to the natural environment is beneficial to human health:</p>	<p>To continue to set high standards of customer service and experience; To develop our working relationships with local businesses and community; Further development of volunteer base</p>	<p>Development and delivery of a marketing plan; Site improvements to include miniature railway & storage tunnel, electric hook ups for camper vans, showers, outdoor learning & play areas Feasibility exercise re car park extension;</p>	<p>Beautiful location in the Wye Valley; Popular visitor attraction with families, growing visitor numbers; Strong volunteer base; Retail offer and income; Access to the Wye Valley walk from the site.</p>	<p>Car Parking spaces & income at capacity ; Site safety; Poor site lighting limits winter visits; Inadequate heating in the tea room and signal box limiting out of season opening</p>	<p>Increase car parking to increase visitor numbers & secondary spend; Develop & improve camping facilities; Further development of volunteer base; Development of the site as a wedding venue; Further development of programme of children's activities. Introduction of an events coordinator will assist with programming and income generation. Option of bringing the catering offer back in house.</p>	<p>Lack of adequate car parking leading to visitor perception that site is always full which could affect future trading; Limited wet weather offer leading to loss of trade; Lack of capital investment needed to keep visitor offer fresh and encourage return visits; Some areas of concern within the existing catering model which needs to be assessed moving forwards with options to bring back in house.</p>

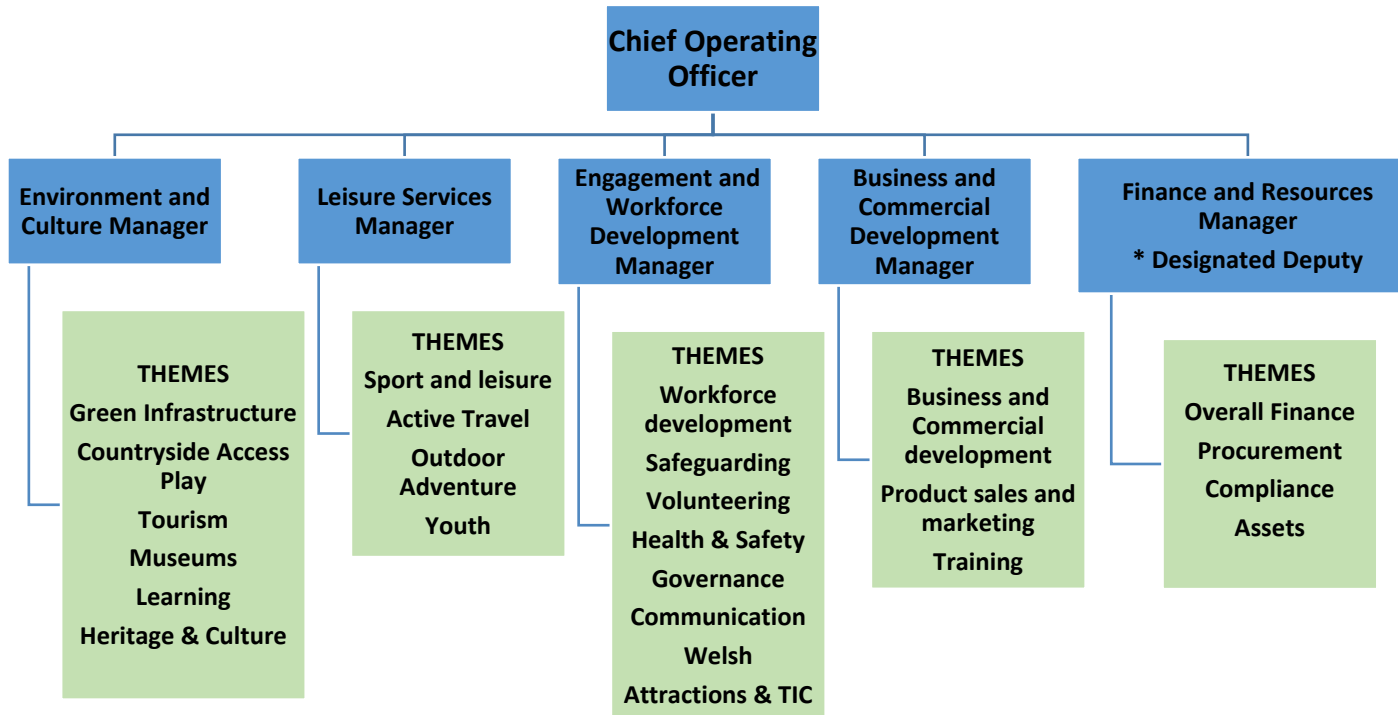
Purpose	National Strategic Objectives	MCC Current Service Objectives	Future Service Delivery Objectives	Strengths	Weaknesses	Opportunities	Key Risks
MUSEUMS							
To inspire a passion for Monmouthshire, bringing heritage, collections, arts and culture alive with our communities and visitors.	To contributes to a sense of wellbeing helping our communities to feel proud of where they have come from by telling the stories of Monmouthshire through access to our collections; Tackling inequality through free admission and inclusive events & exhibitions: Enhancing life chances by volunteer opportunities and improving access to culture for everyone.	Ensuring local provision at sites in Abergavenny, Chepstow & Monmouth and the care of the museum collection at Caldicot Castle. To create a cross-county museum offer to encourage a sense of pride and community identity whilst identifying opportunities for arts and culture development; To ensure we have a resilient and sustainable service.	Programme of collections rationalisation across all sites; working towards a centralised museum store; Assessing staffing roles; improving and extending income streams; promoting the Nelson connection, increasing our learning work; improvements to the outdoor offer at Abergavenny Castle; marketing; improvement to displays; developing our work with volunteers	Accessing grant funding; High level of commitment & passion from staff; Good practice in collections management; Accreditation of all sites;	Individual & competitive marketing of sites; Service overstretched & fragmented; Access & display space and the visitor experience compromised at all three sites.	Centralised museum service with satellite sites sharing expertise & knowledge. Holding artefacts not on display; Enabling digitisation & co-curation with communities; To improve community and income generation opportunities at each site; Expanding education & outreach to enhance and develop new audiences; Building on sharing of expertise & resource across the three sites.	Assets require capital investment in order to increase income potential; Competition from around 60 visitor attractions within the local area offering free services; Low morale amongst staff; Meeting budget requirements; Uncertainty of funding available to address capital issues; Loss of key staff Lack of visitor analysis data

Appendix 2 – Potential Investment Options for MonLife Services (Summary)

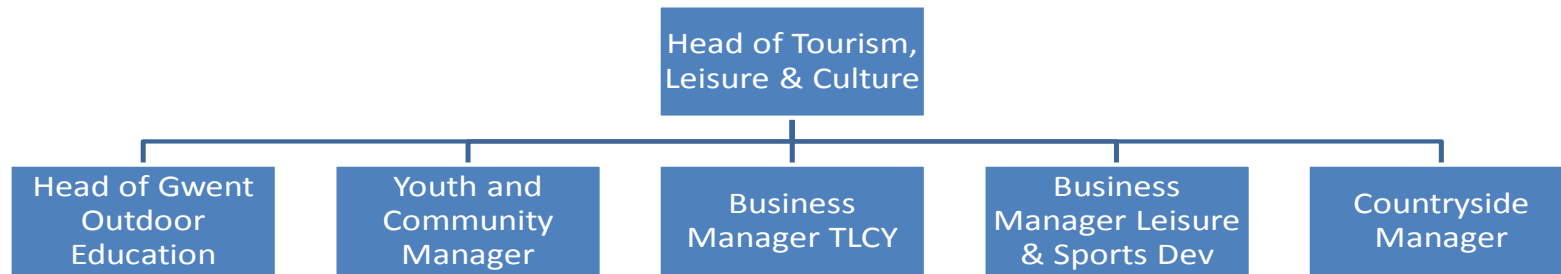
Investment Options to Maintain / Improve Services	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Leisure Centres - To provide clean, friendly, accessible facilities and services for all our customers - our facilities and activities should enhance the quality of people's lives and improve the health of the communities.					
Caldicot Leisure Centre – redesign site to improve the fitness offer, redesign and upgrade changing facilities, provide a play offer for young children and incorporate a new café facility	5,500				
Abergavenny Leisure Centre – linked to the new school development to redesign and improve the Leisure Centre to enlarge fitness facility and repurpose use of site – to explore beauty, play and catering offer			8,000		
Monmouth Leisure Centre – upgrade and improve MUGA surface and car parking facilities (grant funding may be available)					
Fitness Equipment Refresh at Chepstow – redesign to café area and reception area					
Development of New Leisure Site (in Line with LDP and new settlements)					
Outdoor Activity Centres - To provide a high quality, cost efficient outdoor education and adventure activities across SE Wales and beyond and that our facilities and activities are designed to enhance the quality of people's lives and improve the well-being of the communities that we serve.					
Increase range of activities that the service offer – will need investment in additional equipment (e.g. low ropes course, paddle boards)	50	50			
Improve separation of facilities at Gilwern to better separate different groups on site	150				
Convert International House at Gilwern to provide additional bedroom space for groups / disabled	50				
Investment in Toilets and Shower Block for Camping Facilities at Gilwern		50			
Explore viability for purchase of camping pods					
Explore potential locally of smaller more purpose built activity site					
Attractions - To become a high quality destination reflecting the qualities of the heritage and environment and enhancing the quality of life, contributing to community identity and well-being, and to educational, cultural and economic development.					
Old Station					
Redesign of Tintern Old Station car park to increase capacity / allow better access for coaches					
Security measures at Tintern to include entrance barrier and CCTV					
Redecoration of the café at Tintern Old Station and refresh of catering equipment (2021)		20			
Caldicot Castle and Country Park					
Purchase of equipment to support provision of events (stage, equipment etc.) – will need to ensure Caldicot Castle store is damp-proofed	40				
Cycling Offer at Castle – cycle hire site (to link in with cycle paths / coastal path)					
Explore potential of closing castle to public and building new visitor centre in grounds and potential lodges (study)					

Investment Options to Maintain / Improve Services	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Explore provision of self-catering lodges / extending camping provision in Country Park					
Shirehall					
Redesign access to encourage increase in visitor numbers and sales	9				
Improve offer at Shirehall by bringing displaying extra museum provision into it and providing a better customer experience					
Exploration of Augmented reality to enhance visitor experience (including museums)					
Chepstow TIC					
Redesign of TIC and provision of café facilities					
Museums- To provide a museum service across sites in Abergavenny, Chepstow & Monmouth providing experiences that are enjoyable and educational					
Reprovision of Monmouth Museum, Nelson collection redisplay and centralised store (£1m +)					
Rationalisation of collections and storage facilities (project team costs)					
Improvements to display offer at Abergavenny & Chepstow & Caldicot collection.					
Countryside - To make Monmouthshire a green and healthy place to live, work & visit, through a well-connected and accessible network of green and blue spaces which embrace the County's unique and special landscape & rich diversity of species and habitats.					
Active Travel Priorities and Delivery - Cycle offer					
Improve Wi-Fi for our green spaces					
Rights Of way (total for 5 years £4.046m)					
Countryside access sites (total (£419k) – includes repairs to car parks					
Youth - To create a framework meeting needs of young people, to ensure equality of opportunity and to provide learning experiences which will enable young people to fulfil their potential as empowered individuals and members of communities					
Improve Wi-Fi access to zone or consider alternative provision at Caldicot					

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Existing Structure – Tourism, Leisure and Culture



MonLife – Senior Posts

Chief Operating Officer

Overall accountability for the performance of MonLife and advising on its future strategic direction. To report to the executive team consisting of the Chief Executive and two Chief Officers (Resources and Enterprise) and elected members to provide advice and guidance on operational delivery, organisational growth and strategic developments. To ensure that MonLife meets its objectives and responsibilities to the community and its partners and that the needs and demands of the local community and other stakeholders are met. Provide leadership and direction to approximately 500 staff promoting working across professional boundaries and working to the MonLife values

Environment & Culture Manager

To deliver and manage MonLife's strategy in respect of; countryside access, green infrastructure, including biodiversity, ecosystem resilience and landscape partnerships; play strategy, destination development, museums, arts and MonLife's learning offer. Undertaking strategic overview for heritage and cultural issues across MonLife and undertake the strategic and operational lead for environment and cultural delivery.

Finance and Business Support Manager (Designated Deputy)

To play a key part in driving MonLife forward; to encourage innovative thinking within the business support teams whilst looking at delivering efficiencies and increasing income streams going forward. The role is a key support to the Chief Operating Officer in achieving vision and objectives and embedding financial discipline in business. The role will act as deputy to the Chief Operating Officer.

Leisure Services Manager

To deliver and manage MonLife's strategy in respect of; leisure, sports and recreation facilities & physical activity; sports and youth offer and outdoor activity delivery. Undertaking strategic overview for Safe Systems of Work across MonLife and undertake the strategic and operational lead for leisure, sports, youth and outdoor education delivery. The creation of this post will lead to further structure changes around the business needs and priorities.

Engagement and Workforce Development Manager

To lead and develop engaging approaches and methodologies that underpins the MonLife's organisational culture which develops and empowers staff in the delivery of excellent services and enhances the visitor experience. Promote, monitor and maintain positive staff relations and ensure the well-being and safeguarding priorities throughout MonLife. Undertaking strategic and functional lead for staff and volunteer engagement and workforce development across MonLife with authority to drive workforce transformation to forward business and operational excellence. Line manages the Group Manager for Visitor Attractions and the Volunteer coordinator.

Business and Commercial Development Manager

Supporting MonLife in the commercial and business performance, development and future direction. Research and identify income pipeline opportunities and act as functional business lead to operational teams to implement actions that will position MonLife with differentiated advantage. Develop and lead marketing and sales function within MonLife and understand and advise on performance drivers and data.

Costings

The table below demonstrates the current costs of the management team for TLCY and shows the anticipated cost for the new MonLife Management Team (subject to job evaluation). The costs are contained within the MonLife Business Plan. The Head of TLCY has a number of other direct reports who in the new structure will now report to other members of the senior management team. There will be further restructures across the MonLife portfolio which will require ICMD reports.

Existing Structure	Gross Pay £	New Structure	Gross Pay £
Head of TLCY	71,447	Chief Operating Officer	71,447
Head of Gwent Outdoor Education	51,785	Finance & Resources Manager	49,490
Youth and Community Manager	49,490	Environment & Culture Manager	49,490
Business Manager - TLCY	49,490	Leisure Services Manager	49,490
Business Manager - Sports Dev	49,490	Engagement & Workforce Development Manager	49,490
Countryside Manager	49,490	Business & Commercial Development Manager	49,490
TOTAL	321,192	TOTAL	318,897

Appendix E: MonLife Performance and Evaluation Framework

1. Context

- 1.1 The development of a robust performance and evaluation framework is essential to the success and sustainability of MonLife. MonLife's Performance and Evaluation Framework was approved by Audit Committee in September 2018. This framework has been updated to reflect Council subsequent decision on 11th April 2019 regarding the preferred model for MonLife.

2. Core Purpose

- 2.1 To establish an integrated business planning, monitoring and evaluation framework across all of MonLife's activities to measure performance, evidence impact and drive continuous improvement.
- 2.2 The performance and evaluation framework has to:
- Enable assessment of MonLife's:
 - Contribution to delivery of the Council's Corporate Plan priorities / actions
 - Contribution to delivery of the PSB's well-being objectives / programmes including reporting requirements for external partnership
 - Performance on relevant Welsh Government Key Performance Indicators
 - Contribution to outcome frameworks including Estyn etc.
 - Strategic and operational risk management approach
 - Enable the Cabinet Members, the Executive Officers and MonLife's management team to assess performance
 - Provide a consistent and robust framework to assess the performance and impact of all of the MonLife's activities and to enable MonLife to report publically on progress (via annual report etc.)
 - Provide a basis for strategic risk management
 - Drive performance improvement to improve integrated delivery and strategic planning
 - Help refine and develop programmes and activities in the light of the outcomes they deliver
 - Ensure legislative compliance including the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 and any other future legislation.
 - Embrace external monitoring and evaluation and reporting requirements from grant giving bodies, MOUs or other funding agreements
 - Embrace the requirements of external accreditation bodies
 - Provide consistent and rigorous evidence of impact to support future programmes and funding bids
 - Be pragmatic, cost effective and within MonLife's ability to deliver and sustain
 - Not be re-inventing the wheel, building on good practice

3. Developing the approach

- 3.1 The performance and evaluation framework will develop over time as MonLife establishes and progresses new programmes for delivery. Initially the framework will reflect MonLife's initial business plan and programmes, and consolidate the key

performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY).

- 3.2 In addition, MonLife will add a longer-term outcome focus as an Outcome Measurement Framework is developed. The intent is to build an outcome measurement framework that will embrace all of MonLife's activities and fully reflect what MonLife does and wants to achieve. This will allow MonLife to refine and develop its performance measures annually. Developing an outcome measurement framework will take time, as it needs to fully reflect MonLife's ambitions; align with the measures established under national and local frameworks for well-being plans; and be sufficiently robust without being beyond MonLife's ability to implement and report on. So far, a project team have identified best practice from the wider sector and completed an initial scoping of the proposed approach.

4. Proposed Performance and Evaluation Framework

- 4.1 **Figure 1** below illustrates the proposed framework. Central to the process is the MonLife Business Plan that reflects the contribution that MonLife is making to delivery of the PSB Well-being Plan and Council's Corporate Plan and the wider legislative and policy context within which MonLife operates. Supporting the Business Plan are annual SMART delivery plans for MonLife's teams and key delivery programmes (updated quarterly), and clear branding and marketing strategy and plans.

- 4.2 Additionally for key projects, a project management framework has already been developed to help inform MonLife's business plan and will be maintained:

- Income Pipeline / Investment Projects – Project Pack comprising feasibility study (including risk assessment); income/expenditure forecasts; action/Gantt chart & monthly review
- Projects requiring fundraising: Case for support; feasibility study (including risk assessment); action plan etc.
- A similar approach for key grant programmes to meet funders requirements

- 4.3 The link from Business Plan and Programmes to annual Team Delivery Plans should in turn be reflected in individual objectives where staff are supported to provide excellent customer experiences and contribute to growing MonLife's sustainable business.

- 4.4 A Continuous Performance Management (CPM) system will be introduced aimed at supporting managers and staff to have ongoing conversations about goals and work related activities and to strengthen the connection between individuals and their networks to their work and performance management. The CPM will be introduced prior to the implementation of the MonLife Performance Evaluation Framework to foster a culture of trust and full engagement where employees are given control over their performance environment and are able to have mutually beneficial performance conversations with their managers.

National Policy & Legislation	PSB Wellbeing Plan & Objectives									Measurement & Key Performance Indicators
	Council's Corporate Plan & Wellbeing objectives									
	MonLife Business Plan									
	<i>Vision: Enriching people's lives and creating vibrant places</i>									
	<i>Aims:</i>									
	<i>Enrich people's lives through participation and activity</i>				<i>Build strong and vibrant places and communities in Monmouthshire</i>					
	<i>Culture & Values:</i>									
	<i>Developing its people to be the best they can be</i>	<i>Being a successful business powered by its people</i>	<i>Providing excellent customer experiences</i>	<i>Building strong networks and effective partnerships</i>	<i>Making informed decisions based on business intelligence</i>	<i>Growing a sustainable business</i>				
	MonLife Programme & Team Delivery Plans									
	Branding & Marketing Strategy & Plans									
	Continuous Performance Management									
	Customer & User engagement									
	Strategic & Operational Risk									
	Regulation & Inspection (WAO, Estyn, Care Inspectorate Wales)									
	Accreditation									
	<i>Fitness Industry Association</i>	<i>Royal Life Saving Society</i>	<i>Register of Exercise Professionals</i>	<i>Adventure Activities Licensing Authority</i>	<i>DoE Licence</i>	<i>Museum Accreditation</i>	<i>VAQUAS Accreditation (Visit Wales)</i>	<i>Green Flag Award</i>	<i>InSport Accreditation (Disability Sports Wales)</i>	
	Outcome Measurement Framework									
	Thriving		Healthy		Connected			Fair		

Figure 1: MonLife Performance and Evaluation Framework

- 4.4 A new measure of employee engagement is proposed. Surveys will be utilised to measure the employee experience. The results will inform the senior management team and identify any interventions needed to support managers who are responsible for engaging their teams.
- 4.5 The performance framework also embraces customer and user engagement, including:
- Customer focussed surveys (of user & non-user)
 - Direct user engagement and feedback

- Continuing to promote quality volunteering opportunities, including mechanisms to gauge volunteer feedback
- Responding to FOI requests, undertake investigations, carry out dispute resolution and respond to complaints / compliments

Feedback will be considered by teams and senior management team and any resulting actions identified in team or programme delivery plans as appropriate.

4.6 MonLife is committed to the effective management of risk given its exposure to a wide range of risks and threats in delivering key services to communities. MonLife recognises the need to identify, evaluate and manage those risks that threaten the delivery of services to the community and the health and safety of its service users, employees, partners and the public at large. Risk management will include:

- Maintaining a strategic risk register
- Addressing high and medium risks in the MonLife Business Plan
- Enabling scrutiny and external assessment of key risks
- Identifying operational risks as part of team and programme delivery plans
- Utilising a RAG review / exception reporting process across all team and programme delivery plans (see **Figure 2**)
- Project specific risk assessments
- Safeguarding procedures and SAFE audits in line with MCC's existing policies
- Ensuring equalities, data protection / GDPR and other requirements are met
- Input for the Advisory Board

4.7 Many of MonLife's services operate within a regulated, inspected and accredited environment. This varies from mandatory licensing of the outdoor education and Duke of Edinburgh Award services; statutory inspections of youth services; assessment of industry safety and qualification standards (e.g. lifeguards), through voluntary accreditation of quality standards for fitness provision, museums, attractions and green spaces. MonLife will continue to seek relevant external accreditation and quality assessment and explore new opportunities to do so as it develops.

5. Outcome Measurement Framework

5.1 To maintain consistency MonLife plans to consolidate the key performance indicators / business matrices already in place across Tourism, Leisure, Culture and Youth Services (TLCY). We recognise that whilst MonLife will record significant output measures, measures of outcomes are less well developed – this reflects both the complexity and potential resource pressures in measuring wellbeing outcomes. To address this MonLife intends to develop an outcome measurement framework.

The drivers are:

- National and Wales policy context
- External funding landscape – statutory and voluntary
- Credibility and relevance to others
- Outcomes based accountability
- Sustaining services, cross-service working and strategic planning

Principles are:

- Strong link to our vision, strategic goals and future ambitions

- Transparent and realistic – evidence-based impact reporting
- Clear and robust narrative with quantitative support
- Pragmatic and cost effective
- Practical and relevant
- Flexible and futureproof
- Not re-inventing the wheel
- Rigour – evidence of impact that suits our purposes

5.2 This approach is intended to provide a long-term (10yrs +) basis for future impact assessment based on “pillars” reflecting the potential scope of MonLife’s impact and to group measurement & reporting of actions. The intent is to understand the value of MonLife’s services to; individuals (lifestyle factors); communities; and the wider social, environmental & economic context (Region; Wales; National).

5.3 Initial scoping of the proposed approach against the Well-being of Future Generations (Wales) Act 2015; Office for National Statistics – Measures of National Wellbeing; Monmouthshire PSB Well-being Plan and the MCC Corporate Plan has identified four potential outcome “pillars” (see **Table 1**):

- Thriving
- Healthy
- Connected
- Fair

5.4 As the framework develops, the intention is to identify what success would look like for each of these pillars; our ambitions/objectives; and the measure to assess success in achieving these. In the shorter term, we plan to standardise our approach to recording individual case studies of outcomes / benefits; e.g. for young people, volunteers, sports and exercise referral participants etc. so we can build a library of evidence to support future programmes and we will continue to refine individual service measures based on feedback and experience.

6. Proposed Key Business Matrices, Key Performance Indicators & Additional Programme Performance Measurement

6.1 **Table 2** identifies the key business matrices / performance indicators, together with an indication of the reporting periods and evaluation processes. As indicated above these will be reviewed and refined as MonLife business planning process develops. In addition, we will be recording individual case studies of outcomes / benefits, supplemented by video clips to capture stories, which will be used to animate quarterly and annually reporting and reports to partners and funders.

6.2 Additional performance measures some at a significantly greater level of detail are also required to meet partnership programmes or grant agreements; a few examples are set out in **Table 3**.

Table 1: Outcome Measurement Framework: Draft Outcome “Pillars”

Draft MonLife Pillars	Office for National Statistics - Measures of National Wellbeing (2015)*	Wellbeing of Future Generations (Wales) Act 2015	Monmouthshire Public Services Board – Well-Being Plan	Monmouthshire County Council – Corporate Plan (2018-2022)
Thriving	<ul style="list-style-type: none"> • Economy • Governance • Natural Environment • Individual wellbeing • What we do • Where we live 	A prosperous Wales	Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	<ul style="list-style-type: none"> • Thriving and well-connected county; • Future-focused Council
		A resilient Wales	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Maximise the potential of the natural and built environment; • Future-focused Council
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Thriving and well-connected county; • Lifelong well-being
Healthy	<ul style="list-style-type: none"> • Individual wellbeing • Health • Our relationships • Natural Environment • What we do • Where we live 	A healthier Wales	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • The best possible start in life; • Lifelong well-being; • The best possible start in life; • Thriving and well-connected county; • Lifelong well-being
Connected	<ul style="list-style-type: none"> • Our relationships • Individual wellbeing • Natural Environment • Economy 	A Wales of cohesive communities	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Thriving and well-connected county • Lifelong well-being

			Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county	
Fair	<ul style="list-style-type: none"> • Personal finance • Education and skills • What we do • Where we live 	A more equal Wales	Provide children and young people with the best possible start in life Respond to the challenges associated with demographic change	<ul style="list-style-type: none"> • Lifelong well-being (Social Justice)
		A Wales of vibrant culture & thriving Welsh Language		<ul style="list-style-type: none"> • Lifelong well-being
		A globally responsible Wales	Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	<ul style="list-style-type: none"> • Future-focused Council

Table 2: Proposed Key Business Matrices & Key Performance Indicators

Key Business Matrices

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Finance	Financial performance v budget targets (net surplus / deficit)	Monthly for higher risk areas and bi-monthly where deemed appropriate with the information being extracted from the MCC Financial Ledger	Monitored and reviewed by service managers each month as part of regular finance meetings with a profiling column built into the budget sheet
Finance	Financial performance (Reporting Periods)	Month 2, 7 and at outturn with a month 10 and 11 which doesn't go to cabinet but to DMT and Select Committees	Reported by service managers in line with the reporting period's column and assessed by the Head of Service and Finance before being presented to Cabinet
Finance	Spend / cost / subsidy per head	Annually	In line with the annual budget reporting as that information along with usage figures is key to this

Key Performance Indicators

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Staff	Average days lost to sickness absence per FTE employee	Quarterly	Via Business Plan reporting and central database
Staff	Staff Retention (% of employees who leave the service)	Quarterly	Via Business Plan reporting
Staff	Measure of employee engagement	Quarterly	Via Business Plan reporting
Staff	Percentage of staff who are trained to the appropriate	Quarterly	Via Delivery Plans and ongoing recording sheets

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	safeguarding level		
Staff	Number of reported accidents (staff)	Quarterly	As part of the Enterprise Health and Safety working group statistic returns
Staff	100% compliance with MCC SAFE Audits	6 Months	Template completed by Service Managers and assessed by Head of Engagement and Workforce Development Manager
Volunteers	Number of volunteers actively engaging with MonLife	Quarterly	Via the new Kinetics reporting system for MCC
Customers	<p>Interactions with audiences:</p> <p>Customer surveys for each service area within MonLife</p> <p>Post event and participation feedback including weddings</p> <p>Social audience figures – target X % uplift per account (centrally managed)</p> <p>Facebook reach – measure the reach of the accounts we manage (not all MonLife accounts are centrally managed so we can't see insights)</p> <p>Website traffic</p>	<p>Targeted around the needs of the business</p> <p>We list all of the areas that need customer surveys and schedule them throughout the year and we can then support implementation and data analysis</p> <p>Where we have social account control we can use the insight tools to produce reports</p> <p>We can also use Google Analytics to provide the web usage stats</p> <p>We can measure the digital traffic we receive</p>	We would have to ensure we measure managed accounts and data sources that we control and encourage uptake of surveys within key areas
Customers	Number of compliments received	Quarterly via MCC reporting	Through the corporate database of entries
Customers	Number of complaints received	Quarterly via MCC reporting	Through the corporate database of entries
Customers	Number of reported accidents	Quarterly via service reporting	As part of the Enterprise Health and Safety working group

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	(members of the public)		all accident statistics are sent to Leisure Centre Manager (S) to compile and are reported to Health and Safety Manager
Marketing	<p>Campaign implementation is a key metric i.e. how many campaigns has each department benefited from and what return on investment did each produce</p> <p>Campaign reports can be produced to provide snapshots of the performance and outcomes and if we use a consistent and concise format we can build a comparative set of data</p>	We would produce a report for each campaign even if it is a simple explanation of performance in an email and would commit to a more structured approach to reporting	Marketing performance return on investment Influencing content development
Leisure	Number of Annual and Direct Debit Members at the 4 leisure centres	Monthly reports completed as part of an overall membership monitoring performance dashboard	Used to share with staff on site to assist with performance monitoring and healthy local competition
Leisure	Swimming lesson uptake and DD breakdown		
Leisure	Customer loyalty (growth / retention / churn)		
Leisure	Number of young people who can swim at age 11 (National Standards Swim Test)	Annually (End of Academic Year)	Annually reported to Welsh Government as part of a National Campaign to achieve 'Every Child a Swimmer'
Leisure	Number of young people trained in the Play Maker Award	Quarterly	Report to Sport Wales as part of our Sport Development Active Gwent Regional Plan
Leisure	Number of young people hooked on sport	Every 3 years	Report to Sport Wales every 3 years with an aspiration of 75% Hooked on Sport by 2026

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	Number of Exercise Referrals per month	Quarterly	Report to Public Health Wales as part of the National Exercise Referral Scheme
Leisure	Number of referrals attending first consultation	Quarterly	
Leisure	Number of clients that complete a 16-week consultation	Quarterly	
Leisure	Number of clients that complete a 52 week consultation	Quarterly	
Leisure	Number of visits per 1000 of the population to leisure centres where the visitor will be participating in physical activity	Reported on 6 months and annually via Cascade3D and ClarityLive reporting	National PI reporting measure
Leisure	Number of community sports clubs achieving InSport accreditation	Annually	Report to Disability Sport Wales as part of our commitment to InSport accreditation
Outdoor Education	Number of user days in comparison to previous years with % increase or decrease	Annually	Individual per site and collected via booking processes and ClarityLive system
Outdoor Education	Online customer feedback survey - school focussed including both children and teachers	The online customer feedback survey is part of a scheme run by the Association for Heads of Outdoor Centres and the same questions are used across the UK providing opportunities for nation-wide comparison	Use customer feedback to look for ideas for potential changes needed and reassurance that things are going well and to standard
Countryside	Number of people using key promoted routes / countryside sites	Annually People counters reporting varies according to routes accessed	To report to funders providing evidence of progress and helping to set priorities to help inform new bids
Countryside	Percentage of Rights of Way (ROW) / high priority ROW	Quarterly assessment of reported issues / resolved issues / work completed via	As above

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
	enforcements issues resolved	Countryside Access Management System (CAMS)	
Countryside	Percentage of ROW / high priority ROW maintenance issues resolved	As above	As above
Countryside	Percentage of formal Biodiversity comments to Development Management within 21 days	Quarterly Biodiversity Planning Log	To review advice service and prioritise responses
Tourism	Unique visitors to Visit Monmouthshire website	Quarterly	Marketing performance / return on investment / influencing content development
Tourism	Destination marketing performance; website referrals; and social media accounts	Collected monthly and reported annually with STEAM figures	
Tourism	Visitor Satisfaction rating Propensity to recommend Propensity to repeat visit	3 yearly visitor survey (part of Visit Wales survey)	To inform future destination management
Old Station	Number of people who have experienced the miniature train rides	Quarterly	To demonstrate that we are maximising the offer with sole use of the railway track
Attractions	Visitor Numbers (including event participants)	Quarterly	Selected visitor and event numbers are included in STEAM data submission
Museums	Visitors to museums	Quarterly	Captured through Clarity but looking at counters in the grounds
Learning	Number of participants in formal learning sessions	Quarterly	Recorded and monitored through organised sessions
Learning	Number of participants using reminiscence boxes	Quarterly	Recorded and monitored through organised sessions
Youth	Number of young people attending Youth Conference	Service based on feedback and conversations with young people and stakeholders whether that be about activities or trips in youth clubs or where youth work happens around the County	Information used to inform change and direction in the service
Youth	Number of people attending Local democracy day		

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Youth	Mark Your Mark – number of young people consulted about their top priorities for Monmouthshire	<p>Collected through: Case Studies Emails Outcomes Stars Evaluation Forms Anecdotes</p> <p>Quarterly update of KPIs</p> <p>Reported to the annual Youth Service audit the annual Youth Service report, and Integrated Youth Offer report</p>	Monitoring of constant and regular improvement for team to ensure the delivery of a better offer to young people and stakeholders
Youth	Number of young people across Monmouthshire accessing GIRL Project		
Youth	Year 6 transition programme looking at the number of Year 6s from primary schools		
Youth	Triathlon – number of secondary school teams from Years 7 – 10 taking part Number of primary school teams taking part		
Youth	Summer Camp – number of Year 9 pupils from comprehensive schools attending		
Youth	Number of community outreach days		
Countryside & Attractions	Green Flag Award status awarded / maintained (Keep Wales Tidy)		
Museums	Museum Accreditation in place (Welsh Government / Arts Council England)	3 yearly assessment	Provides independent quality assessment and recommendations
Attractions	Visitor Attraction Quality Assurance Service ratings (Visit Wales)	Annual assessment	Provides independent quality assessment and recommendations

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Leisure	InSport Accreditation (Disability Sports Wales)	Annual Assessment	Provides independent quality assessment and recommendations
Leisure	Register of Exercise Professionals (UK coaching)	Ongoing	Independent public workforce register / system of regulation for the Health and Fitness Industry
Leisure	Fitness Industry Association Accreditation (representative for both private and public organisations in the fitness industry)	Annually	Accreditation is through adopting a Code of Practise.
Leisure	Royal Life Saving Society Accreditation (via IQL UK is the trading subsidiary of RLSS UK, the drowning prevention charity)	Annually	Accreditation of NPLQ qualifications and Accredited Centres.
Outdoor Education	License for outdoor and adventurous activities (Adventure Activities Licensing Authority)	Two yearly licence	Mandatory licences including service recommendations / actions
Outdoor Education	LA licence and expedition leaders (DoE Award)	Five yearly licence	
Outdoor Education	AAP (Activity Adventure Provider)	Annually	Re-application to gain standard
Youth	Quality / Benchmark Inspections (Estyn & Welsh Government)	5yr Estyn inspection cycle	Provides independent quality assessment and recommendations
Youth	Quality Kite Mark (Welsh Government)	To be considered as part of benchmark by MonLife.	Provides independent quality assessment and recommendations
Tourism	Tourism Value (STEAM)	Annually	Scarborough Tourism Economic Activity Monitor managed by Global Tourism Solutions used to measure tourism volume and value for the destination – also used in Welsh Government settlement figure.
Tourism	Tourism Volume (STEAM)	Annually	
Tourism	FTEs (STEAM)	Annually	

Section	Indicator	Reporting Periods & Processes	Monitoring & Evaluation
Museums	Impact on local economy as measured by the AIM (association for Independent Museums) economic toolkit.	Annually	Monetary values assigned to day visitors and overnight (South Wales Visitors Resident or non-resident Impact reporting).
Case Studies	<p>Individual case studies of outcomes / benefits including young people, volunteers, sports and exercise referral participants etc.</p> <p>Preserve this for larger scale campaigns or strategic (longer term) activity which requires a case study approach.</p>	<p>Case studies reported by users via template and video clips – seek to undertake one a month for use on social media and to report to funders (evidence building).</p> <p>A different approach will be required for each one as the output will depend upon the requirements.</p> <p>There is the opportunity to use infographics to create snapshot case studies for all of our SBUs. A MonLife format could create a suite of infographics covering the key figures from Attractions, Museums, Youth, Learning, Leisure, etc.</p> <p>As a KPI, we could commit to creating one of these for each department per year.</p>	Shared with funders, social media, use for impact reporting etc.

Table 3: Additional Programme Performance Measurement (Examples)

Living Levels Landscape Partnership Programme – Heritage Lottery Fund	
Baseline monitoring	<p>HLF Output monitoring – 52 individual output and outcome measures covering assessment of:</p> <ul style="list-style-type: none"> • Protection enhancement and management of the landscape and heritage • Gwent Levels as a visitor destination • Identity and sense of place • Skills and learning • Sustainability and legacy
Standardised additional project monitoring	<p>Target audience reach Stakeholders learning something Participants/beneficiaries enjoying themselves Making a difference to stakeholders The most significant difference a project has made The participants/beneficiaries' quality of experience Recognition of the Gwent Levels as a place to visit</p>
National Exercise Referral Scheme	
NERS is an evidenced based health intervention incorporating physical activity and behavioural change to support referred clients to make healthy lifestyle changes to improve their health and wellbeing.	<p>Targeting clients who are at risk of developing CHD and those with mild moderate anxiety.</p> <p>Developing Chronic Condition Pathways.</p> <p>Targeting clients who are at risk of developing or have a Chronic Condition, including cancer, cardiac rehab, pulmonary rehab, obesity and weight management, high BMI in pregnancy and dementia.</p>
Learn to Swim Programme	
Developing every young person in Monmouthshire to be able to Swim. Through the Learn to Swim Wales Framework.	<p>Splash, an awards system, is the introduction to the Learn To Swim experience. It is intended to support a baby or toddlers journey into the aquatic environment.</p> <p>Learn to Swim Wales, is a nationally recommended programme for the delivery of Learn to Swim lessons. The framework covers vital skills required for participation in aquatic activities and disciplines.</p> <p>Nofio Ysgol Framework, Primary School Swimming Plan. Nofio Ysgol formalises national standards and methodology for the teaching of swimming to children throughout Wales.</p> <p>Swimming and water safety are a recognised part of the National Curriculum, currently sitting specifically within the adventurous part of the PE Curriculum.</p>
Active Gwent – Regional Plan	

<p>Monmouthshire County Council aims to respond to the drivers for change in Sport and Physical Activity that includes supporting the Vision for Sport Wales.</p>	<p>Hooked on Sport</p> <ul style="list-style-type: none"> • Bespoke packages for age 0 – 4 years • Bespoke packages for ages 5+ • Bespoke packages for ages 8+ • Bespoke packages for 13+ <p>Tackling Inequalities</p> <ul style="list-style-type: none"> • Bespoke packages for girls • Bespoke packages for minority groups • Bespoke packages for positive futures <p>Sporting Pathways</p> <ul style="list-style-type: none"> • Bespoke package for Primary Schools • Bespoke package for Secondary Schools • Bespoke package for Community Sport Club Engagement • To develop an annual community project to engage all of our target audience - ‘The Monmouthshire Games’
<p>Happy Museums Events</p>	
<p>Cohesive</p>	<p>Volunteer hours provided</p>
<p>Resilient</p>	<p>No. events raising environmental awareness</p>
<p>Healthier</p>	<p>% enjoyed the event</p>
<p>Responsible</p>	<p>No. local suppliers used</p>
<p>More Equal</p>	<p>% learnt something new / % inspired to attend other cultural activities in Monmouthshire</p>
<p>Vibrant</p>	<p>Worked with no. partners at event / % event capacity reached</p>
<p>Prosperous</p>	<p>% visited the area for event / Event contributed £s to the local economy</p>

Figure 2: Delivery Plan Template

MonLife Delivery Plan: Team / Activity Template 2019-20	
Service / Activity Area Description	
Key Partners & Stakeholders	
Links to Key Policy and Documents	
Other Background <i>(only if required)</i>	

MonLife Delivery Plan: <i>Team / Activity</i>	
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Delivery Area / Core Outcome (these should fit the actions in the Service Plan Action Plan) <i>If appropriate include milestones, interventions and targets</i>						
Description of Activity / Scheme / Project	Lead <i>Inc. delivery partners</i>	Timescale	Status <i>Quarterly updates in italics: Including changes to plans / actions</i>	RAG	Targets and Measures <i>KPIs / other measures – targets and performance</i>	Finance <i>Source / Performance against targets or costs</i>
Sub Heading if required						
			Include Q1, Q2, Q3, Q4 summaries here			

Page 238



MonLife - Risk Register

Impact Risk Management scoring: High = 3; Medium = 2; Low = 1

Probability Risk Management scoring: High = 3; Medium = 2; Low = 1

Scoring: Multiply impact x probability to give scoring

Date risk added	Risk	Impact	Probability
29.05.2019	Reduced Financial support in future years	High	High
29.05.2019	Failure of MonLife to achieve financial targets	High	Medium
29.05.2019	Withdrawal of Other Grant Funding	High	Medium
29.05.2019	Need to recruit to specialist positions	High	Medium
29.05.2019	Withdrawal of Financial Support from Schools for Leisure Services and unable to increase business to compensate	High	Medium
29.05.2019	Loss of income - transforming and investing in sites	Medium	High
29.05.2019	Major Incident	High	Medium
29.05.2019	To ensure the continued analysis of staff health and safety	Medium	Low
29.05.2019	Risk that current business plan doesn't link with MTFP	Medium	Low
29.05.2019	Sufficiency within existing team to address full potential for commercial benefits	High	Medium
29.05.2019	Brexit and lack of decision making progress	High	Medium
29.05.2019	Inability to generate significant income potential off the back of Capital Investment	High	Medium
29.05.2019	Property portfolio does not receive necessary investment	High	Medium
29.05.2019	Insufficient funds to carry out effective repair and maintenance programmes for premises and equipment	High	Medium
29.05.2019	Lack of clarity around decision making process	High	Low
29.05.2019	Failure of MCC to provide effective support services in line with MonLife's needs	High	Medium
29.05.2019	Falling income levels due to economic climate	High	Medium
29.05.2019	Loss of Experienced Staff	Medium	Low
29.05.2019	Inadequate capacity to meet work demands of capital projects	High	Medium
29.05.2019	Inability to deliver key projects	High	Medium
29.05.2019	Inability to prioritise digital strategy for MonLife Services	High	Medium
29.05.2019	Integrity of ICT Systems and Data	High	Medium

29.05.2019	Partnership working - expectations arising from expansion of partnerships and demands on staff time	Medium	Medium
29.05.2019	MonLife Health & Safety policies are not sufficiently robust to meet obligations	High	Low

Score
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Mitigating Actions / Notes
Adjustments to MTFP and reduce budget. MonLife will have little capacity and will be managing decline of ser
Business plan drafted in conjunction with existing management and independent consultants. Business Plan KI monitoring of financial targets and action plans will take place
Where reasonable, early identification of funding withdrawal; options would include reducing or closing servic redundancies.
Likely to recruit from the market
Negotiation with Schools - there should be a consultation process to enable planning and identifying other op and funding may need a renegotiation of the overall grant funding.
Ensure business plans map out consequences of phased work across priority sites
Ensure appropriate level of insurance excess; emergency plans need to be put in place and relevant personnel
Ensure all staff are supported through effective PDP process; training programme provided to all staff and vol and when necessary to support individual staff
Ensure plan is discussed fully with Finance prior to final draft report being released for consultation
Consider option for additional appointment to team - require additional funds to realise this position
Uncertain future, financial uncertainty - not be able to understand the consequences.
Undertake Alliance feasibility studies to assess viability of potential for leisure sites
Agree with MCC what projects are to be forwarded to Cabinet / Council for Capital programme consideration
Negotiation with Estates to ensure adequate funds are allocated
Clear decision making process laid out for Cabinet Member / Advisory Board / ICMD / MD of MonLife
Monthly monitoring meetings to discuss concerns and alleviate any issues
Adequate budget is in place to meet current commitments and careful monitoring of performance and charge necessary, services can be redesigned to ensure delivery within the budget
There are sufficient and experienced managers available to guide and mentor new staff until they gain the nec
Identify project manager role as part of project cost; close working relationship with officers within MCC;
Service or Project manager identified for each project; clear project plan and resources in place; identifying ca MCC if cannot be resolved
Work with the MCC Digital Team to develop a clear strategy for MonLife services. Develop a high level plan and decisions around the digital programme
The ability to extract key data sets automatically from key external reporting tools that are housed on the net

Establish protocol for engagement with relevant services; monitor impact on workloads and current structures

Close liaison with MCC H&S officer; policies and procedures in place; new H&S Audit template to be implemented; competencies to be identified and training given

Lead	Status	Update actions / notes
MCC/MB		
IS/MB		
MCC		
MCC/IS		
IS/MB		
MB		
MCC/IS		
TP/TT		
MB		
MCC		
MCC		
Alliance / MCC / MonLife SMT		
MCC / IS / MB		
IS / MB / DHH		
MCC / IS		
IS / PM/FOB/PD		
IS/MB		
TT/TP		
IS/MB		
IS / MB		
RS		
RS		

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Appendix G - Proposed Capital Schemes

Leisure Centres

A £7.4M refurbishment of Monmouth Leisure Centre was completed in 2018/19, including a 25m swimming pool, extensive gym, two studios, beauty and spa area, soft play and toning.

Caldicot Leisure Centre

A small part of Caldicot Leisure Centre was refurbished in 2005, from a 1970's original build, which incorporated an investment in the first-floor health and fitness offer, as well as ground floor changing rooms for the fitness and a dedicated children's fitness studio. In 2013 the Council invested in a new outdoor artificial pitch.

Caldicot is set for growth. With the Severn Bridge tolls no longer in place and a brand-new 21st Century School complete, the demand for affordable housing has risen considerably within the area. A £10M revamp of the town centre has been approved which would see an apartment complex, a vibrant shopping centre and new road infrastructure to be developed over time, all as part of a South East Wales Regeneration plans. The economic potential of 'Sevenside' is seen as essential to meet the demands of the growing population. With the success of Monmouth Leisure Centre and the potential changes to the town of Caldicot, we wish to consider substantial improvements to the existing Leisure centre.

There are presently circa 380 children on swim school and circa 850 direct debit members at Caldicot Leisure Centre, a latent demand study in 2012 reported a potential membership base of 1,100, however we have commissioned a new study upon which we can build a business case.

The objectives of the developments will be to;

- Delivery of key outcomes – including health, wellbeing and improved physical activity
- Improved financial performance – to deliver a sustainable return on investment through increased membership (Fitness & Swimming DD's) and casual income from all income streams, including secondary spend
- Drive increased income and increase participation in regular physical activity from the community.

The proposals would include;

- Delivery of an extension of the fitness suite and introduction of two studios and reconfigure first floor.
- Development of new male and female dry changing facilities including new toilet provision.
- Changing village and improved Spa facilities
- Viewing area for swimming pool
- Delivery of soft play facility with café for all centre users
- Redesign of entrance and ground floor.
- Provide outside changing area to maximise the 3G use.

A feasibility study has been undertaken to identify the costs of the rebuild and this has been estimated at £5.5m however we would need to look at the building programme to ensure that the school still has access to the sports hall for exams. It is anticipated that if this could not

be resolved then we would need a temporary structure (as with Monmouth) at a cost of approximately £500k.

We have commissioned a detailed feasibility study relating to the project. This approach will ensure that there is sufficient and appropriate demand for the proposed new facility both now and into the future. The report will include competitor analysis, assess the latent demand and give an indication of potential increase in income. It is anticipated that all of the extra income above the existing budget would be used to support the total borrowing costs of the project.

To further progress the scheme a RIBA stage 2 feasibility study is being undertaken (approved at Cabinet 31/7/19). This will develop the design, including mechanical and electrical input and surveys of the site to help inform the final design that would be taken forward to the cost certainty (RIBA stage 3 & 4) stage. The costs attributable to RIBA Stage 2 are not additional costs, but costs that are part of the overall project, but expended earlier (at risk should the project subsequently not go ahead) to allow more accurate costings at each stage. The anticipated costs for stage 2 are £127,598 and this also includes a services condition survey which will help inform investment opportunities to make the centre more energy efficient.

Furthermore, and following a review of the Authority's VAT management arrangements consequential to the adoption of the Ealing ruling and proposed investment in leisure sites, recommendation has been made that an appraisal of outsourcing the Caldicot leisure investment to a third party be undertaken and in furtherance of the decision made by Cabinet in July 2019 to commission a feasibility study for refurbish of the site.

Abergavenny Leisure Centre

The Council is committed to the re-provision of all of its secondary schools and anticipates rebuilding Abergavenny within its band B programme. We would anticipate that the redevelopment of the leisure Centre at the same time. At this stage we are not able to identify likely costs as we are unsure as to whether it will be a new build or a refurbishment.

We have commissioned a latent demand study be undertaken, which will provide us with evidence to identify potential income streams that would contribute towards the borrowing costs.

Once agreement has been made on the location of the new leisure centre or identified the potential footprint of the existing building (for possible extension) then we can commission a feasibility study.

Outdoor Activity Centre

With the dissolution of the Gwent Outdoor Education service and the loss of partner subsidies, the activity centres continue to operate at a loss to Monmouthshire. We currently operate at two sites and will commission a report which reviews the service, identifies potential demand and determines the future service provision. This review will also consider the options at operating at alternative or a reduced number of sites.

Austerity measures have meant that maintenance at the site has mainly been limited to health and safety maintenance. Whilst the accommodation is adequate, there are improvements that need to be made, to ensure that we provide good quality accommodation for children attending the centre. Improvements need to be made to bathrooms and showers as well as general decoration.

We will commission a study of customer needs and requirements along with an up to date condition survey and seek to ensure that we make the centre as fuel efficient as possible.

Other Schemes

Other minor improvements have been highlighted for other sites on the basis that the capital costs are fully funded from the return on investment.

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SUBJECT: CARDIFF CAPITAL REGION STRATEGIC DEVELOPMENT PLAN

MEETING: COUNCIL

DATE: 19 September 2019

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE

- 1.1 The purpose of this report is to seek Council's agreement to be part of the Cardiff Capital Region Strategic Development Plan and the associated governance, funding and staffing resource.

2. RECOMMENDATIONS

- 2.1 That the recommendations set out in the report attached at Appendix 1 are agreed, namely:
1. That Monmouthshire County Council endorses the content of the report at Appendix 1 and agrees that the Responsible Authority be authorised to submit the Proposal for a Strategic Development Plan (SDP) for the Cardiff Capital Region to the Minister on behalf of the 10 Local Planning Authorities in the region.
 2. That Monmouthshire County Council endorses the Vale of Glamorgan Council as the Responsible Authority for the Cardiff Capital Region Strategic Development Plan (SDP).
 3. That Monmouthshire County Council endorses the strategic planning area should comprise the 10 local planning authority areas within the Cardiff Capital Region as shown on the map at **Appendix A**.
 4. That Monmouthshire County Council authorises relevant officers to engage with the Welsh Government in drafting the Strategic Development Plan Regulations to deliver the following governance arrangements for the SDP and Strategic Planning Panel (SPP):
 - i. That the Strategic Planning Panel (SPP) will be comprised of 10 Members, 1 from each constituent Local Authority with the weighting of votes for each constituent Local Authority being based on its population and geographical area as set out in the table below:

Local Authority	No. of Members on the Strategic Planning Panel	Weighting of Vote for constituent LA
Blaenau Gwent	1	1
Bridgend	1	2
Caerphilly	1	3
Cardiff	1	5
Merthyr Tydfil	1	1
Monmouthshire	1	3
Newport	1	2
Rhondda Cynon Taff	1	3
Torfaen	1	1
Vale of Glamorgan	1	2
Total	10	23
Nominated non-voting panel members	5	NA

- ii. That constituent Councils will be engaged through a prior consultation process as set out in Figure 1 of Appendix 1 and the SPP shall have full regard to the comments of constituent Councils.
 - iii. That decisions made on the SDP by the SPP shall require a 70% quorum of voting Members on the Panel and decisions shall require a 70% majority vote of a quorate meeting.
5. That Monmouthshire County Council endorses the setting up of an Interim Strategic Planning Panel prior to the formal establishment of the SPP and the nominated Member below represents Monmouthshire County Council on the Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP (with a vote weighted in accordance with the table at Recommendation 4(i)) and thereafter on the Strategic Planning Panel. Monmouthshire County Council nominates:
- Councillor Bob Greenland, Cabinet Member for Innovation, Enterprise and Leisure, Monmouthshire County Council
- That in the event that Councillor Greenland is no longer able to sit on Interim Strategic Planning Panel, give delegated authority to the Leader of the Council to nominate a new Member to represent to Council on the Interim Strategic Planning Panel and Strategic Planning Panel.
6. That a Regional SDP officer team is established to progress the preparation of the SDP to be appointed by representatives of Interim Strategic Planning Panel, with appropriate human resource support from the Responsible Authority.
 7. That the cost of preparing the SDP is shared across the 10 Authorities on a proportional cost based on the voting representation on the Strategic Planning Panel, as set out in **Appendix F**, to be reviewed on an annual basis. This comprises an

initial contribution for 2019/20 from Monmouthshire of £6,520, and an annual contribution by Monmouthshire for the following five years of approximately £81,891 per annum. That Monmouthshire's Medium Term Financial Plan be amended to cover these costs as follows:

2019/20	£6,520	funded by current Planning Policy budget N130
2020/21	c.£81,891	as an addition to the MTFP
2021/22	c.£81,891	as an addition to the MTFP
2022/23	c.£81,891	funded by current Planning Policy budget N130*
2023/24	c.£81,891	funded by current Planning Policy budget N130*

*in-budget funding is possible once work on the replacement LDP is completed

3. KEY ISSUES

3.1 The attached report (Appendix 1) is being reported to each of the ten Cardiff Capital Region Councils to seek formal agreement to be part of, and commence work on, a Strategic Development Plan for the region. For Monmouthshire County Council, this confirms and builds upon the in principle agreement made by Council on 19 March 2018. The City Deal Agreement gave a commitment to prepare a Strategic Development Plan for the region and to work collaboratively on strategic transport and strategic planning issues. This reflects the recommendation from the Growth Commission's report.

3.2 The Planning (Wales) Act 2015 introduced additional tiers of statutory Development Plan:

- A National Development Framework (NDF), covering the whole of Wales and written by the Welsh Government. This will replace the Wales Spatial Plan. The Welsh Government has commenced work on the NDF and it is expected to be published in September 2020. A report will be brought to Council in October on the draft consultation version;
- Strategic Development Plans (SDP), which are an optional tier of Plan intended to provide an effective cross-boundary planning policy framework for matters of regional significance. This would sit alongside a Regional Economic Development Strategy and Regional Transport Plan;
- If a SDP is in place, local matters, such as the allocation of land for housing or employment, would sit in a 'light touch LDP'. If there is no SDP, a 'full LDP' is required;
- Place Plans can then be provided at a community level. These must reflect the LDP and would be a planning consideration rather than a statutory part of the Development Plan framework.

3.3 Work has commenced on Monmouthshire's replacement Local Development Plan, and it is expected that this will be adopted in late 2021/early 2022. This work must continue to ensure Development Plan coverage when the current LDP expires in December 2021. It is anticipated that the proposed Strategic Development Plan (SDP) would be adopted in 2025. At that time, it will be necessary to review our (new) Local Development Plan to ensure conformity, however it will continue to be necessary to have a Local Development Plan containing local policies and land allocations/designations. Decisions on future planning applications within Monmouthshire LPA area would continue to be taken by Monmouthshire

County Council with the exception of Developments of National Significance and national infrastructure projects, as per current arrangements.

- 3.4 The report attached at Appendix 1 sets out the detailed proposals, but in summary:
- 3.4.1 It is proposed that the Welsh Government be formally notified that the 10 SE Wales Local Planning Authorities wish to produce a Strategic Development Plan for their area. This triggers the associated legal process.
- 3.4.2 It is proposed that the Vale of Glamorgan Council acts as the Responsible Authority meaning that they take on an administrative coordination role.
- 3.4.3 It is proposed that the SDP covers the area of the 10 Local Planning Authorities. The Brecon Beacons National Park Area is excluded from the SDP.
- 3.4.4 It is proposed that the Strategic Planning Panel which has the governance role for the SDP, making all decisions on the SDP, comprises 10 elected members with voting rights and 5 expert advisors, and that voting rights are weighted based on a combination of current population and land area (which gives Monmouthshire Council a 3-weighted vote). To make decisions, a 70% majority is required, and a quorum of 70% attendance is required. Prior to being considered by the Strategic Planning Panel, key matters will have been reported to each constituent Council.
- 3.4.5 It is proposed that, in advance of the formal Strategic Planning Panel being established by the Regulations, an interim SPP be established and that Councillor Bob Greenland be nominated, as Cabinet Member with responsibility for planning, to be Monmouthshire County Council's representative.
- 3.4.6 It is proposed that an officer team be established, appointed by the interim Strategic Planning Panel, to commence work on the SDP.
- 3.4.7 It is proposed that the estimated costs of the SDP are divided according to the SPP voting. This requires an initial financial contribution from Monmouthshire County Council of £6520 in 2019/20, followed by a likely contribution of £81,891 per annum for the following five years to 2024/25. This is a total estimated cost of £415,975 for Monmouthshire.

Next Steps

- 3.5 Should all 10 Councils in the region secure agreement to proceed (the Vale of Glamorgan and Rhondda Cynon Taf Councils have already done so), a letter will be sent to the Welsh Government by the Responsible Authority to formally notify of the proposal to commence a SDP for SE Wales. Work would then commence on the Regulations and the interim Panel and officer team would be established.

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

Sustainable Development and Equalities

- 4.1 The SDP will be subject to a Sustainability Appraisal (SA). All stages of the SDP will be subject to an Integrated Sustainability Assessment (including Strategic Environmental

Assessment (SEA), Well-being of Future Generations (WCFG), Health Impact Assessment (HIA), Equality Impact Assessment (EqIA), and Welsh Language Impact Assessment (WLIA)), whose findings will be used to inform the development of the SDP strategy, policies and strategic site allocations in order to ensure that the Plan will be promoting sustainable development. Section 3 of the attached report at Appendix 1 considers this matter further.

- 4.2 A Future Generations Evaluation (including equalities and sustainability impact assessment) is attached to this report at **Appendix 4**.

Safeguarding and Corporate Parenting

- 4.3 There are no safeguarding or corporate parenting implications arising directly from this report.

5. OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
1: That MCC agrees to be part of the SDP and the associated recommendations	The SDP will allow proper meaningful regional planning on matters of strategic importance. The proposal sets out the governance and resourcing of the proposal. Local matters such as allocating sites for development and decision-making on planning applications remains with MCC. Key stages of the SDP will be reported to Council for agreement before proceeding to the SDP Strategic Planning Panel.	<p>The SDP relies on trust and cooperation throughout the region. As a statutory Development Plan, our future LDPs must be in conformity with it.</p> <p>In the short term, there is a risk that not all Councils sign up to the SDP, or that WG rejects the proposal. However everything possible has been done to mitigate these risks through careful open dialogue over the last two years.</p>	This is the preferred option
2: Do not agree to be part of the SDP	Retains full control of forward planning functions within MCC.	MCC will be trying to operate in isolation in a number of matters that are of a strategic and regional nature. This could minimise the benefits to the County from other CCR work, and the benefits the region can derive from	WG has the ability to direct an Authority to be part of the SDP, although there is no indication at present that it would be minded to do so. Monmouthshire has identified itself as part of the CCR City Deal

		Monmouthshire, as we would have a limited voice at a regional level.	ad regional work and has played a lead role in bringing those arrangements together.
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Recommendation:

5.1 Based on the reasons above, Option 1 is the preferred option.

6. EVALUATION CRITERIA

6.1 The success or otherwise of the SDP in tackling the identified issues and achieving the objectives and vision will be evaluated via the statutory annual monitoring process.

7. REASONS:

7.1 There is a need for joined-up strategic planning for the Cardiff Capital Region, providing an enabling tool for the region’s economic growth, transport/connectivity and other ambitions. The best way of achieving this is via a statutory Strategic Development Plan for the Cardiff Capital Region in order to:

- Provide a regional spatial framework for the future development and use of land in the Cardiff Capital Region;
- Achieve truly transformational change in the region;
- Provide the mechanism for consensus to be reached on significant strategic and cross boundary land use issues;
- Provide certainty, transparency and democratic accountability for decision making on land-use planning matters at a strategic/regional level;
- Guide strategic public and private investment decisions, including those made under the City Deal initiative and beyond; and
- Enable true collaboration between LPAs working together on a Development Plan framework for the region, with associated benefits such as shared resources, resilience and savings.

7.2 The City Deal Agreement gave a commitment to prepare a Strategic Development Plan for the region and to work collaboratively on strategic transport and strategic planning issues. This reflects the recommendation from the Growth Commission’s report.

7.3 A statutory SDP provides certainty to developers, investors and our communities that key strategic decisions around housing, transport, employment and infrastructure provision are being taken at an appropriate regional level, whilst still allowing key decisions on planning proposals to be taken locally through Local Development Plan allocations and policies and thereafter in development management decisions.

8. RESOURCE IMPLICATIONS:

8.1 These are detailed in paragraphs 2.31 to 2.41 and Appendix E of the report attached at Appendix 1. It is proposed that the estimated costs of the SDP are divided according to the SPP voting. This requires an initial financial contribution from Monmouthshire County

Council of £6520 in 2019/20, followed by a likely contribution of £81,891 per annum for the following five years to 2024/25. This is a total estimated cost of £415,975 for Monmouthshire.

8.2 The initial cost of £6520 can be met within the existing planning policy service budget. Once work on our replacement LDP is completed at the end of 2021/22, the annual £81,891 can be funded from the existing planning policy budget. However, for 2020/21 and 2021/22 when the existing planning policy budget will be required to fund the replacement LDP, there is a funding shortfall of approximately £164k. It is therefore recommended that the Monmouthshire Medium Term Financial Plan be amended to allow for this expenditure.

9. CONSULTEES:

- SLT
- Cabinet

10. BACKGROUND PAPERS:

- PSB Well-Being Plan (February 2018)
- Monmouthshire Corporate Business Plan 2017-2022 (February 2018)
- Monmouthshire Local Development Plan Review Report (March 2018)
- Monmouthshire Local Development Plan Annual Monitoring Reports, 2014-15, 2015-16, 2016-17, 2017-18
- Monmouthshire Replacement LDP Sustainability Appraisal Scoping Report (December 2018)
- Local Housing Market Assessment (September 2018)

11. AUTHOR:

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APPENDICES:

APPENDIX 1: Proposals for a Strategic Development Plan (SDP) for the Cardiff Capital Region

Appendix A – Proposed Strategic Planning Area Boundary Map

Appendix B - Letter from Lesley Griffiths (then Cabinet Secretary for Energy, Planning and Rural Affairs) to all Leaders and Chief Executives dated 13.12.17

Appendix C – SDP Timeline

Appendix D - Responsible Authority - Options Paper

Appendix E - Staff Resources

Appendix F - Cost Analysis (June 2019)

APPENDIX 2: Wellbeing of Future Generations evaluation

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APPENDIX 1: Proposals for a Strategic Development Plan (SDP) for the Cardiff Capital Region

Recommendations

1. That Monmouthshire County Council endorses the content of the report and agrees that the Responsible Authority be authorised to submit the Proposal for a Strategic Development Plan (SDP) for the Cardiff Capital Region to the Minister on behalf of the 10 Local Planning Authorities in the region.
2. That Monmouthshire County Council endorses the Vale of Glamorgan Council as the Responsible Authority for the Cardiff Capital Region Strategic Development Plan (SDP).
3. That Monmouthshire County Council endorses the strategic planning area should comprise the 10 local planning authority areas within the Cardiff Capital Region as shown on the map at **Appendix A**.
4. That Monmouthshire County Council authorises relevant officers to engage with the Welsh Government in drafting the Strategic Development Plan Regulations to deliver the following governance arrangements for the SDP and Strategic Planning Panel (SPP):
 - i. That the Strategic Planning Panel (SPP) will be comprised of 10 Members, 1 from each constituent Local Authority with the weighting of votes for each constituent Local Authority being based on its population and geographical area as follows:

Local Authority	No. of Members on the Strategic Planning Panel	Weighting of Vote for constituent LA
Blaenau Gwent	1	1
Bridgend	1	2
Caerphilly	1	3
Cardiff	1	5
Merthyr Tydfil	1	1
Monmouthshire	1	3
Newport	1	2
Rhondda Cynon Taff	1	3
Torfaen	1	1
Vale of Glamorgan	1	2
Total	10	23
Nominated non-voting panel members	5	NA

- ii. That constituent Councils will be engaged through a prior consultation process as set out in Figure 1 and the SPP shall have full regard to the comments of constituent Councils.
 - iii. That decisions made on the SDP by the SPP shall require a 70% quorum of voting Members on the Panel and decisions shall require a 70% majority vote of a quorate meeting.
5. That Monmouthshire County Council endorses the setting up of an Interim Strategic Planning Panel prior to the formal establishment of the SPP and the nominated Member below represents Monmouthshire County Council on the Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP (with a vote weighted in accordance with the table at Recommendation 4(i)) and thereafter on the Strategic Planning Panel.
- Monmouthshire County Council nominates:
- Councillor Bob Greenland, Cabinet Member for Innovation, Enterprise and Leisure, Monmouthshire County Council
- That in the event that Councillor Greenland is no longer able to sit on Interim Strategic Planning Panel, give delegated authority to the Leader of the Council to nominate a new Member to represent to Council on the Interim Strategic Planning Panel and Strategic Planning Panel.
6. That a Regional SDP officer team is established to progress the preparation of the SDP to be appointed by representatives of Interim Strategic Planning Panel, with appropriate human resource support from the Responsible Authority.
7. That the cost of preparing the SDP is shared across the 10 Authorities on a proportional cost based on the voting representation on the Strategic Planning Panel, to be reviewed on an annual basis, and an initial contribution of £50,005 is paid to cover the start-up costs likely to be incurred in this financial year 2019/20, divided as follows:

Local Authority	% cost based on SPP votes	£
Blaenau Gwent	4.35	2,175
Bridgend	8.7	4,350
Caerphilly	13.04	6,520
Cardiff	21.74	10,870
Merthyr Tydfil	4.35	2,175
Monmouthshire	13.04	6,520
Newport	8.7	4,350
Rhondda Cynon Taff	13.04	6,520
Torfaen	4.35	2,175
Vale of Glamorgan	8.7	4,350
Total	100.01	50,005

Reasons for Recommendations

1. To authorise the preparation of a Strategic Development Plan (SDP) for the Cardiff Capital Region, providing clarity of intent and to allow work to commence.
2. To authorise the Vale of Glamorgan Council as the Responsible Authority to administer the SDP. The Regulations require that a Responsible Authority be identified to coordinate administrative and HR matters.
3. To identify the strategic planning area as the 10 Local Planning Authority areas within the Cardiff Capital Region, having regard to the environmental, economic, social and administrative functions of the Cardiff Capital Region. The Regulations require that, when notifying the Welsh Government of the intention to proceed with a SDP, the strategic planning area is identified.
4. To ensure the Strategic Development Plan Regulations deliver appropriate governance arrangements for the SDP and Strategic Planning Panel (SPP).
5. To set up an Interim Strategic Planning Panel prior to the formal establishment of the SPP with the nominated Member(s) representing the Council on the Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP including the appointment of the SDP Team. That the Cabinet Member with responsibility for Planning in Monmouthshire is also nominated to represent the Council on the Strategic Planning Panel in due course.
6. To establish a Regional SDP team to progress the preparation of the SDP to ensure adequate time and expertise is secured to ensure the successful delivery of a Strategic Development Plan (SDP) for the Cardiff Capital Region.
7. To ensure that the cost of preparing the SDP is shared across the 10 Authorities on a proportional cost based on SPP voting arrangements, which is reviewed annually, and to cover the start-up costs likely to be incurred in this financial year 2019/20.

1. Background

The Planning (Wales) Act 2015 sets out the process for establishing and preparing a Strategic Development Plan (SDP). Welsh Government have invited all Local Planning Authorities to submit proposals for SDPs¹, stating that SDPs are necessary to provide a robust framework for the delivery of the land use

¹ Letter from Lesley Griffiths (then Cabinet Secretary for Energy, Planning and Rural Affairs) to all Leaders and Chief Executives dated 13.12.17 (see **Appendix B**).

implications of existing City Deal proposals and to allow larger than local issues such as housing, employment and infrastructure which cut across LPA boundaries to be considered in an integrated and comprehensive way.

- 1.1** In 2018 and on the basis that the way forward would be subject to decision by each authority, work commenced by the ten authorities comprising the Cardiff Capital Region ('CCR') to look at the potential for a Strategic Development Plan (SDP) for the 10 Local Authorities in the region.
- 1.2** Since then, work has been ongoing to establish some key areas of agreement to enable the project to proceed. At this stage the guidance and regulations for the SDP have not been made and the region is therefore in a position to influence how the process can be managed and a successful SDP delivered. Welsh Government officials have met with Lead Members and officers and are keen to work with the Region to progress the SDP.
- 1.3** The Cardiff Capital Region Cabinet have held workshops attended by the Leaders, Chief Executives, Lead Cabinet Members for Planning and Chief Planning Officers of the 10 Cardiff Capital Region Authorities to discuss the key issues of:
 - Strategic Planning Area Boundary
 - Governance
 - Scope, Content and Plan Period
- 1.4** At these workshops and at subsequent discussions, a preferred way forward has been identified in respect of these issues. These considerations are set out below and have informed the recommendations in this report.

2. Key Issues for Consideration

Benefits of a Cardiff Capital Region Strategic Development Plan

- 2.1** There is a need for joined-up strategic planning for the Cardiff Capital Region, providing an enabling tool for the region's economic growth, transport/connectivity and other ambitions. The best way of achieving this is via a statutory Strategic Development Plan for the Cardiff Capital Region in order to:
 - Provide a regional spatial framework for the future development and use of land in the Cardiff Capital Region;
 - Achieve truly transformational change in the region;
 - Provide the mechanism for consensus to be reached on significant strategic and cross boundary land use issues;
 - Provide certainty, transparency and democratic accountability for decision making on land-use planning matters at a strategic/regional level;
 - Guide strategic public and private investment decisions, including those made under the City Deal initiative and beyond; and

- Enable true collaboration between LPAs working together on a Development Plan framework for the region, with associated benefits such as shared resources, resilience and savings.
- 2.2** The City Deal Agreement gave a commitment to prepare a Strategic Development Plan for the region and to work collaboratively on strategic transport and strategic planning issues. This reflects the recommendation from the Growth Commission's report.
- 2.3** A statutory SDP provides certainty to developers, investors and our communities that key strategic decisions around housing, transport, employment and infrastructure provision are being taken at an appropriate regional level, whilst still allowing key decisions on planning proposals to be taken locally through Local Development Plan allocations and policies and thereafter in development management decisions.
- 2.4** A proposal to proceed with an SDP for the Cardiff Capital Region can only be put forward to Welsh Government, by an identified Responsible Authority, once all Councils have formally given approval. Following this, Welsh Government can start preparing the necessary regulations setting out how the SDP should be prepared. Until now, they have not done so because no SDP proposals have been formally submitted. It is expected that the Cardiff Capital Region will be the first to do so. Therefore, the CCR have the ability to influence these regulations and establish a process that works best for this region. WG officials have confirmed that they are willing to assist us to achieve this.

Responsible Authority

- 2.5** The Act sets out some initial stages of preparing an SDP, including identifying an area to be designated as a strategic planning area and consulting on this proposal, submitting the proposal and a report describing the rationale, consultation and responses received to the Welsh Government. To do this, the region needs to identify a 'Responsible Authority' to act as the main point of contact for the SDP during the setting up stages.
- 2.6** It must be stressed that the role of the responsible authority is purely administrative, acting in support of the work of the 10 local authorities and as the sole point of contact between the Welsh Government and the 10 local authorities. The background work, including all technical work and consultation, e.g. identifying the strategic planning boundary, would be done on a collective basis by officers from all 10 Local Authorities. The role of the Responsible Authority would be to formally submit the proposal on behalf of the whole region to Welsh Government.
- 2.7** The decision on who is identified as the Responsible Authority needs to be agreed by all 10 councils. A paper setting out the relevant issues on this matter is

attached at **Appendix D**. The Vale of Glamorgan Council has been acting as the Interim Responsible Authority for the SDP, being the main point of contact and coordinator on the SDP project in the short term, in view of their Leader being the Theme Lead for planning under the City Deal arrangements. It is considered necessary, at this stage, to identify the nominated Responsible Authority for endorsement and it is proposed that the Vale of Glamorgan Council undertake this role following on from its temporary role as the Interim Responsible Authority.

Strategic Planning Area Boundary

- 2.8** The SDP needs to be clear about what land area it covers as a land use plan, and this is known as the Strategic Planning Area. The submission to Welsh Government must include justification for the strategic planning area. Economic factors such as commuting flow patterns will need to be considered, along with data on daytime and night-time populations for example, plus other physical or social factors. However, the most significant factors in drawing a boundary are likely to be the vision, desired outcomes, and political consideration of what is already in place in terms of administrative boundaries and the important work already achieved with regard to the Cardiff Capital Region City Deal.
- 2.9** The Cardiff Capital Region covers 10 unitary authorities, but 11 local planning authorities. Areas of the Brecon Beacons National Park, which is its own local planning authority, overlap with areas of Monmouthshire and the Valleys. At the CCR SDP workshops held in July 2018, discussions mainly considered whether the Brecon Beacons National Park area should be within the area, partially within it, or wholly outside it. Considering the advantages and disadvantages of each option, consensus was reached that the strategic planning area should consist of the 10 local planning authority areas within the Cardiff Capital Region as shown on the map at **Appendix A** which excludes those parts of the Brecon Beacons National Park that overlap with areas of Monmouthshire and the Valleys. The Brecon Beacons National Park Authority has indicated that it agrees with this approach and does not wish to be part of the Strategic Planning Area or covered by the SDP.

Governance and Strategic Planning Panel

- 2.10** The SDP governance model outlined in the Act represents a transfer of strategic planning powers from Local Authorities to a Strategic Planning Panel (SPP). Once the Responsible Authority has submitted a proposal and the Strategic Planning Area has been formally designated by the Welsh Government, a Strategic Planning Panel will then be formed and charged with the responsibility for preparing a SDP for the strategic planning area. The panel will consist of at least one elected member from each authority, plus other non-local authority

nominated members. The elected members will contribute two thirds of the makeup of the panel, with the other nominated members accounting for the remaining third. Only the local authority elected members will have voting rights. It is important to emphasise that the strategic planning panel will be the decision making body with regard to all aspects of the SDP, and not the responsible authority or the individual constituent Councils. Individual Councils will be statutory consultees on all stages of the SDP and representations will be duly considered (see Figure 1), however, as noted, the Panel will be the decision making body.

- 2.11** It should be noted that further detail on the working arrangements of the SPP will be set out through future regulations after the Responsible Authority has reported back to the Minister. Some of these issues are of fundamental significance in terms of governance and go right to the heart of how the SDP will be managed and decisions are taken. Examples include uncertainties concerning voting rights, how many Members would sit on the Panel and how the gender composition requirements of 40-60% female representation of Elected Members could be met. Furthermore, given that the regulations mean that the SPP cannot be established immediately, there is a need to consider the most appropriate interim governance arrangements as the initial stages of the SDP is progressed.
- 2.12** The issue of governance has therefore been given significant consideration at Workshops and subsequent Cardiff Capital Region Cabinet discussions. The focus of these discussions has been around the appropriate representation of voting Members on the Panel from each constituent Council, how each Council can be effectively engaged in the decision making process and what voting arrangements would enable decisions to be made fairly. As a result of these discussions, a preferred governance structure is outlined below.

Representation on the Strategic Planning Panel (SPP)

- 2.13** Voting of the SPP will be weighted having regard not only to the size of the population of the constituent authorities, but also weighted to have regard to the geographical area of the authority, given that the SDP will be a land use plan. This has been set out as follows with a total number equivalent to 23 voting Members of the Panel:

Local Authority	No. of Members on the Strategic Planning Panel	Weighting of Vote for constituent LA
Blaenau Gwent	1	1
Bridgend	1	2
Caerphilly	1	3
Cardiff	1	5
Merthyr Tydfil	1	1
Monmouthshire	1	3
Newport	1	2

Rhondda Cynon Taff	1	3
Torfaen	1	1
Vale of Glamorgan	1	2
Total	10	23
Nominated non-voting panel members	5	NA

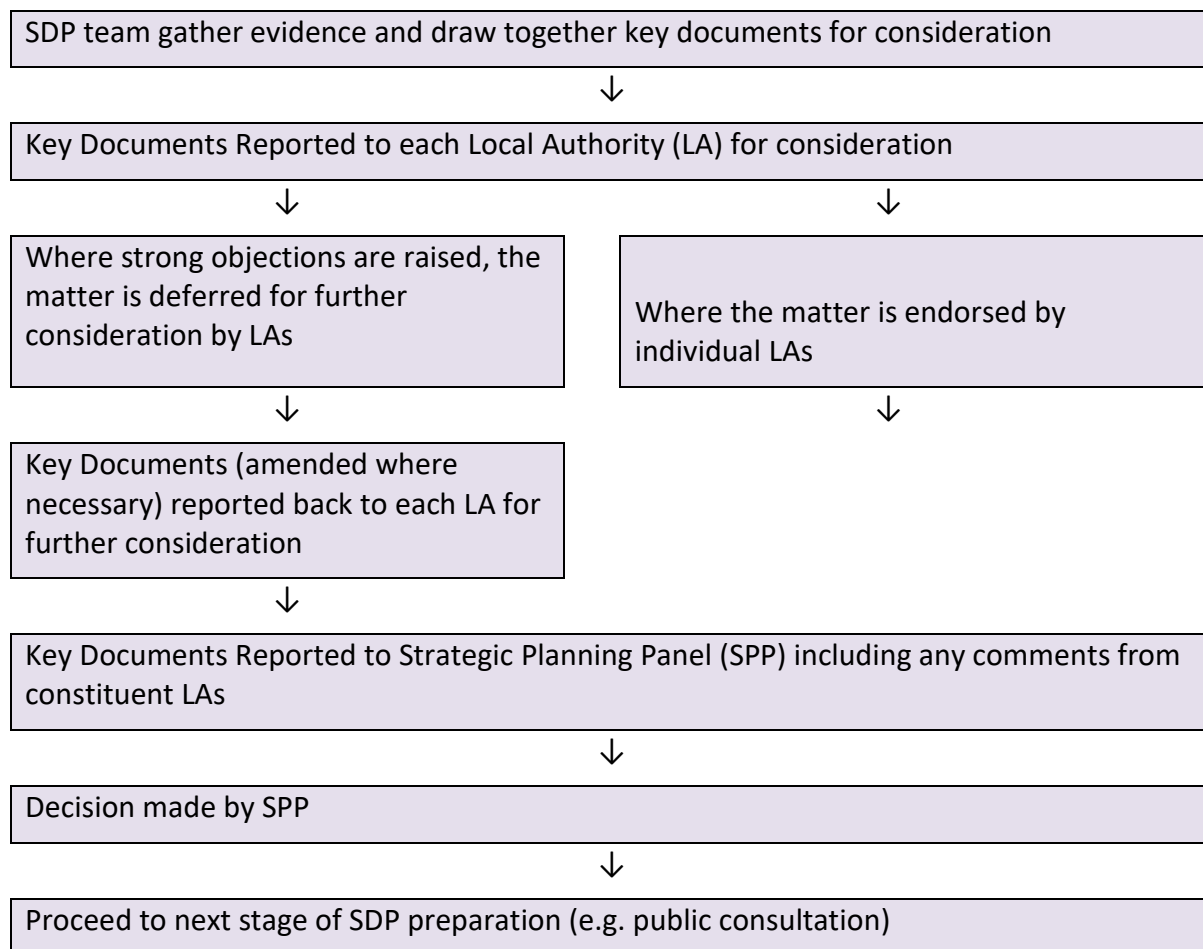
- 2.14** To ensure meetings are manageable and that Councils can resource the Panel with appropriate Members, it is recommended that the Panel comprises 1 Member from each constituent Council who is nominated to represent their Council and their vote is weighted accordingly. For example: 1 Member’s vote from Cardiff has the weight of 5 votes. This will need to be set out by Welsh Government in the Regulations establishing the Panel or in the Panel’s constitution.
- 2.15** The Act requires the voting members of the Panel to comply with the Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016 which require the local planning authority representatives to have a gender balance with no more than 60% of the Panel comprising one gender, except where the make-up of constituent local planning authorities makes the composition requirements unachievable. WG officials have advised they will take a pragmatic stance on this and that the LPA members of the panel should comprise the most appropriate members in terms of their role within the constituent Councils, alongside relevant knowledge and experience.
- 2.16** The Panel will consist of LPA members as set out above, and other (non-elected) members. The panel requests and appoints non-elected nominated members (e.g. representatives from Business / Industry, Environmentalists, Transport specialists etc.) but they do not have voting rights on the Panel. Local Authority members will make up 2/3rds of the Panel, therefore with 10 LA members there would be 5 non-elected members and a total panel of 15.

Engagement with Constituent Councils

- 2.17** To ensure that the constituent Councils are effectively engaged in the process, there will be formal stages of consultation in addition to continuous informal involvement throughout the preparation of the SDP. Potential options for ‘a prior consent approach’ or ‘a consultation approach’ to involve each Council in the process prior to the SPP making a formal decision have been considered and Counsel Opinion was sought about the legalities of the various approaches and whether there were alternatives not yet considered. Counsel did not consider that a unanimous vote of all LPA Members on the SPP was a realistic prospect. Nevertheless, Members on the Panel need to have an effective mechanism to gauge and reflect the views of their Councils. The aim being to provide that the SDP is prepared and progressed on the basis of working to achieve unanimous support for its proposals in advance of decisions being made by the SPP.

- 2.18** Assuming the process mirrors that of Local Development Plan preparation, it is considered that the key stages of reporting / decision making (noting stages ii and iii can be combined) will be:
- i. Delivery Agreement
 - ii. Vision
 - iii. Preferred Strategy
 - iv. Deposit SDP
 - v. Focussed Changes to SDP (if relevant)
 - vi. Submission of SDP to Welsh Government
 - vii. Inspector's Report and Adoption
- 2.19** At present, when preparing Local Development Plans, Members are engaged in a variety of ways, for example: Community Engagement workshops; Visioning workshops; formal and informal Member briefing sessions with Full Council, the Cabinet or Executive, Political Groups or individual ward Members; formal reporting at key stages of development plan preparation; and during open public consultation at key stages of development plan preparation.
- 2.20** It is anticipated that the same engagement will take place in the preparation of a Strategic Development Plan. In addition Welsh Government officials envisaged that the SPP could be supported by a number of sub-committees focussing on key theme areas like Housing, Employment, and Transport and other LA Members could be on these Committees.
- 2.21** Figure 1 shows how a 'Prior Consultation' approach should work at each of the key stages in plan preparation. In addition to the formal reporting stages above, Members of constituent Councils will be involved in the process throughout.

Figure 1: Suggested Prior Consultation Reporting Process



Voting

- 2.22** Part 2(14) of the Planning Act states the SPP must make standing orders regulating its procedure and these must specify a quorum for meeting of the panel, which must include at least half of the Local Planning Authority Members. Consideration has been given to the decision making framework for the Strategic Planning Panel.
- 2.23** It is recommended that decisions made on the SDP by the SPP shall require a 70% quorum of voting Members on the Panel and decisions shall require a 70% majority vote of a quorate meeting.

Interim Governance Prior to Establishment of SPP

- 2.24** Finally, in respect of governance, it must be recognised that there will be a delay of several months before the WG lays regulations and formally establishes the Strategic Planning Panel. Therefore, it is recommended that an interim SPP is set up to steer the process between now and then and to enable preparatory work

to be undertaken in the intervening period. It is recommended that each Council nominate a Member to represent them on an Interim Strategic Planning Panel with delegated authority to take initial decisions on the preparation of the SDP. The Interim Panel would have responsibility for oversight of the initial tasks to proceed with the SDP. These will include: preparation and formal submission of SDP Proposal to the Minister including justification for the Strategic Planning Area (60E of the Planning Act), liaison with Welsh Government on SDP draft regulations and guidance, recruitment of the SDP Team, and procurement of goods and services as required. It is likely that the Interim Panel will need to meet every 1-2 months during this initial period prior to the formal establishment of the Strategic Planning Panel.

2.25 Having regard to the role of the Interim Strategic Planning Panel in making these initial decisions, the following Member is nominated to represent Monmouthshire County Council:

- Councillor Bob Greenland, Cabinet Member for Innovation, Enterprise and Leisure, Monmouthshire County Council

It is recommended that the Cabinet member with responsibility for Planning thereafter represents the Council on the Strategic Planning Panel, and that delegated authority be given to the Leader to nominate future representatives on the Panel to replace them as appropriate.

Scope, Content and Plan Period of the SDP

2.26 In the absence of regulations or guidance on SDPs, officers have sought advice from Welsh Government officials about the likely scope, content and plan period of the SDP. Officers consider a 20 year plan period (e.g. 2020-2040) is most appropriate but further discussion can address this matter alongside plan content. The scope and content of the SDP is also open to debate and further consideration taking into account the scope and content of other development plans in the hierarchy i.e. the National Development Framework (NDF) and Local Development Plans (LDPs). Only those matters that have a regional significance should be included in the SDP and the scope needs to ensure that the preparation of the SDP is both manageable and effective. The emerging NDF would run to 2040.

2.27 This issue was given some consideration at the CCR SDP workshop in July 2018. At this stage, it would be premature to be explicit about the scope and content of the Plan and this will be informed to a large extent by the evidence and the guidance to follow. However, at this stage, it is expected that the plan will include the following:

- Objectives
- A Vision for the Cardiff Capital Region

- A Spatial Strategy that acknowledges the diversity of the region and its opportunities
- Strategic policies and proposals

2.28 It is expected there will be core issues / topics that must be covered by the SDP, including:

- Housing need & supply – whole region, by LPA or Housing Market Areas
- Employment need & supply
- Strategic sites and new settlements
- Strategic Infrastructure e.g. Transport
- Green Infrastructure e.g. Green Belt
- Strategic Policies / Development Management Policies

2.29 There may be other matters that could be covered if there was a willingness and / or need to do so, to maximise the benefits of preparing an SDP for the region. These could include: Decarbonisation and climate change mitigation, Minerals, Waste, Gypsy and Traveller need and provision, Renewable Energy, Retail, Tourism, Air Quality, Health Agenda and so on.

2.30 Whilst there remains some uncertainty on these matters, the governance framework recommended above will ensure that the scope and content of the Plan is evidence based and relevant to the constituent Councils of the Strategic Planning Area who will be engaged throughout the process of plan preparation.

Officer and Financial Resources

2.31 The SDP will require a new way of working by Local Planning Authorities across the region. At present, planning policy in the region is generally undertaken at individual Local Planning Authority level, with a limited degree of collaboration and joint procurement of services at a regional or sub-regional level (undertaken on an informal footing). However, the region already benefits from a strong degree of communication in this field through the South East Wales Strategic Planning Group (SEWSPG).

2.32 The delivery of the SDP will require focus and commitment and significant staff time. There are several ways in which this could be achieved, which need to be considered further. Potential options include:

- a. Informal collaboration with a Lead Authority
- b. Procure consultancy services to undertake the SDP on behalf of the region

- c. One or more LPAs prepare the SDP on behalf of the region
- d. Regional SDP team established with appropriate personnel appointed which could include seconded officers from across the region
- e. Formal reorganisation of regional strategic planning to cover all planning policy functions including Local Development Plans and associated work

2.33 The consideration of the various options is set out in the 'Staff Resources' paper at **Appendix E**. Chief Planning Officers have given this matter some consideration and recommend that option 'd' is the preferred way forward in terms of cost efficiency and ensuring that the project is given sufficient focus and resource to ensure it is delivered in a timely manner.

2.34 Depending on which option is pursued for resourcing the project, and what the plan period, scope and content of the SDP is will influence the cost of preparing the SDP. It is expected that the overall cost of preparing an SDP, followed by a 'light touch' Local Development Plan (LDP) will be less than the cost of preparing 10 individual LDPs.

2.35 The costs of introducing an SDP will include the following:

- Staff costs (including on-costs);
- Governance costs which include the cost of the panel (including members and stakeholders) and their running costs;
- A proportion of the time spent by specialist staff who input to the development plan system (e.g. GIS, ecologist, landscape architect, highways engineer, legal, leisure, education, social services, press/communications, development management, housing, property/estates and archaeology / heritage);
- Specific consultation bodies (Welsh Government, Natural Resources Wales and Dwr Cymru Welsh Water);
- Gathering an evidence base (This takes into account; sustainability appraisal/strategic environmental assessment, including an assessment of impacts on the use of the Welsh language; habitats regulation assessment; strategic housing market assessment and gypsy and travellers assessment; employment sites and market appraisal; retail assessment; renewable energy assessment; landscape appraisal; recreation and open space assessment; strategic flood consequences assessment; minerals and waste study and transport modelling);
- Examination costs (taking into account the cost of the Planning Inspectorate, programme officer, expert evidence and accommodation costs);
- Printing costs, translation costs and cost of adverts; and
- IT consultation database, maintenance and ICT support.

2.36 Analysis of the cost of preparing an SDP with a designated team is attached at **Appendix F**. This report concludes that the estimated SDP cost for the Cardiff

Capital Region will be £3.14m over 5 years. By way of background, the preparation of individual Local Development Plans across the region cost between £1.4m and £2.2m depending on the complexity of local circumstances. It is expected that the cost of preparing future “Light touch LDPs” will be significantly reduced as some of the key contentious issues that require significant Plan Examination time and expenditure will have been agreed at the SDP stage where the costs will be shared and significantly reduced by doing so once rather than 10 times.

2.37 The overall cost of the SDP based on a 5 year delivery programme is estimated to be £3,141,101 as follows:

- Initial project set up costs £50,000
- SDP Team Staff costs £1,812,036
- Strategic Planning Panel £26,400 plus existing budget for LPA Members
- Additional costs associated with SPP £34,290
- Additional staff within local authority – existing budget
- Evidence base £795,000
- Examination £283,180
- Printing costs £55,000
- Translation costs £55,195
- Cost of adverts - None
- IT Support - £30,000

2.38 It is recommended that the cost of preparing the SDP is shared across the 10 Authorities on a proportional contribution based on the vote weighting for the Strategic Planning Panel which reflects population size and geographical area². This will be reviewed annually. Based on the proportional split of funding recommended the estimated cost would be shared between the constituent Councils as follows:

Table 2: SDP Costs per Local Authority

Local Authority	% cost based on SPP Member votes	Total cost (£)	Annual cost (£)
Blaenau Gwent	4.35	136,590	27,318
Bridgend	8.70	273,180	54,636
Caerphilly	13.04	409,456	81,891
Cardiff	21.74	682,636	136,527
Merthyr Tydfil	4.35	136,590	27,318
Monmouthshire	13.04	409,456	81,891
Newport	8.70	273,180	54,636
Rhondda Cynon Taf	13.04	409,456	81,891
Torfaen	4.35	136,590	27,318
Vale of Glamorgan	8.70	273,180	54,636
Total	100.01%	3,140,314	628,062

² Note the legal provisions in Schedule 2A of the Planning and Compulsory Purchase Act 2004 (as amended by the Planning (Wales) Act 2015) relating to the financial arrangements for Strategic Planning Panels

- 2.39** Each constituent Council will need to agree to an initial contribution to cover the start-up costs likely to be incurred in this financial year 2019/20, to be managed by the Vale of Glamorgan Council as Responsible Authority. An initial contribution of £50,005 is recommended to cover the start-up costs likely to be incurred in this financial year 2019/20, divided as follows:

Local Authority	% cost based on SPP votes	£
Blaenau Gwent	4.35	2,175
Bridgend	8.7	4,350
Caerphilly	13.04	6,520
Cardiff	21.74	10,870
Merthyr Tydfil	4.35	2,175
Monmouthshire	13.04	6,520
Newport	8.7	4,350
Rhondda Cynon Taff	13.04	6,520
Torfaen	4.35	2,175
Vale of Glamorgan	8.7	4,350
Total	100.01	50,005

- 2.40** Welsh Government officials have also indicated they may be able to provide some financial support for the SDP and this is being actively pursued at the time of writing.
- 2.41** In addition, Local Authorities will need to consider the cost of their own LDP work that will vary between Authorities depending on the stage they are at.

Provisional Timeline for Preparation of SDP

- 2.42** To proceed, all 10 Councils must first agree to embark on preparing a Strategic Development Plan for the Cardiff Capital Region. Assuming this is agreed in Autumn 2019, a provisional timeline for the preparation of the SDP is set out at **Appendix C**, which includes starting work on the evidence base as soon as possible, publishing a Preferred Strategy in 2022, a Deposit Plan in 2023 and Examination then Adoption in 2024/25.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1** The Cardiff Capital Region Strategic Development Plan will be a key project demonstrating the 5 ways of working in action:
- Integration – the preparation of the SDP will be bring together all land use planning issues relevant at a strategic level across the Cardiff Capital Region,

involving our partners, residents, visitors, employers and service providers in the formulation of the Plan.

- Collaboration- the SDP will be a key collaboration project for the region enabling the 10 Local Planning Authorities to work together to form a Plan for the region.
- Involvement – preparation of the SDP will provide numerous opportunities to engage with our stakeholders, residents and customers, including the business community and ensuring that we are listening to a wide range of views to inform the plan and decision making process.
- Prevention – the SDP provides an opportunity to understand the root causes of issues and preventing them by being proactive in our thinking and understanding the need to tackle problems at source for example by undertaking needs assessments to inform our priorities.
- Long-term – the SDP will be all about planning for the future and taking a strategic approach to ensure the Cardiff Capital Region is sustainable and that we understand the future need and demand for sustainable development in the region and how that is best met.

3.2 The SDP will provide a strategic land use document for the whole Cardiff Capital Region, setting out how and where sustainable development will be delivered. It is a cross-cutting plan that considers issues around housing, employment, transport, infrastructure, community facilities, education facilities, leisure and tourism, heritage and environmental assets. Therefore it will set a framework to deliver against four of Monmouthshire’s Public Services Board Local Wellbeing Plan:

- 1) Provide children and young people with the best possible start in life.
- 2) Respond to the challenges associated with demographic change.
- 3) Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change.
- 4) Develop opportunities for communities and business to be part of an economically thriving and well-connected county.

4. Resources and Legal Considerations

Financial

- 4.1** The overall cost of the SDP based on a 5 year delivery programme is estimated to be £3.14m which will be shared on a proportional basis by the constituent Councils. Full details are set out in the report paragraphs 2.31-2.39 and at **Appendix F**.

Employment

- 4.2** The SDP project requires the establishment of an SDP Team to deliver it (as set out in paragraphs 2.31-2.33). In addition individual Local Planning Authorities may provide staff resources on secondment or project specific work, as required throughout the 5 year programme albeit this would be on a voluntary basis, the costs of which would be covered by the SDP budget as set out in the report at **Appendices E and F**.

Legal (Including Equalities)

- 4.3** The Planning (Wales) Act 2015 sets out the process for establishing and preparing a Strategic Development Plan (SDP) and is supplemented by the Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016. The preparation of the SDP will be undertaken in accordance with this and all other relevant legislation.

5. Background Papers

- 5.1** Planning (Wales) Act 2015
- 5.2** The Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016

Appendix A – Proposed Strategic Planning Area Boundary Map

Appendix B - Letter from Lesley Griffiths (then Cabinet Secretary for Energy, Planning and Rural Affairs) to all Leaders and Chief Executives dated 13.12.17

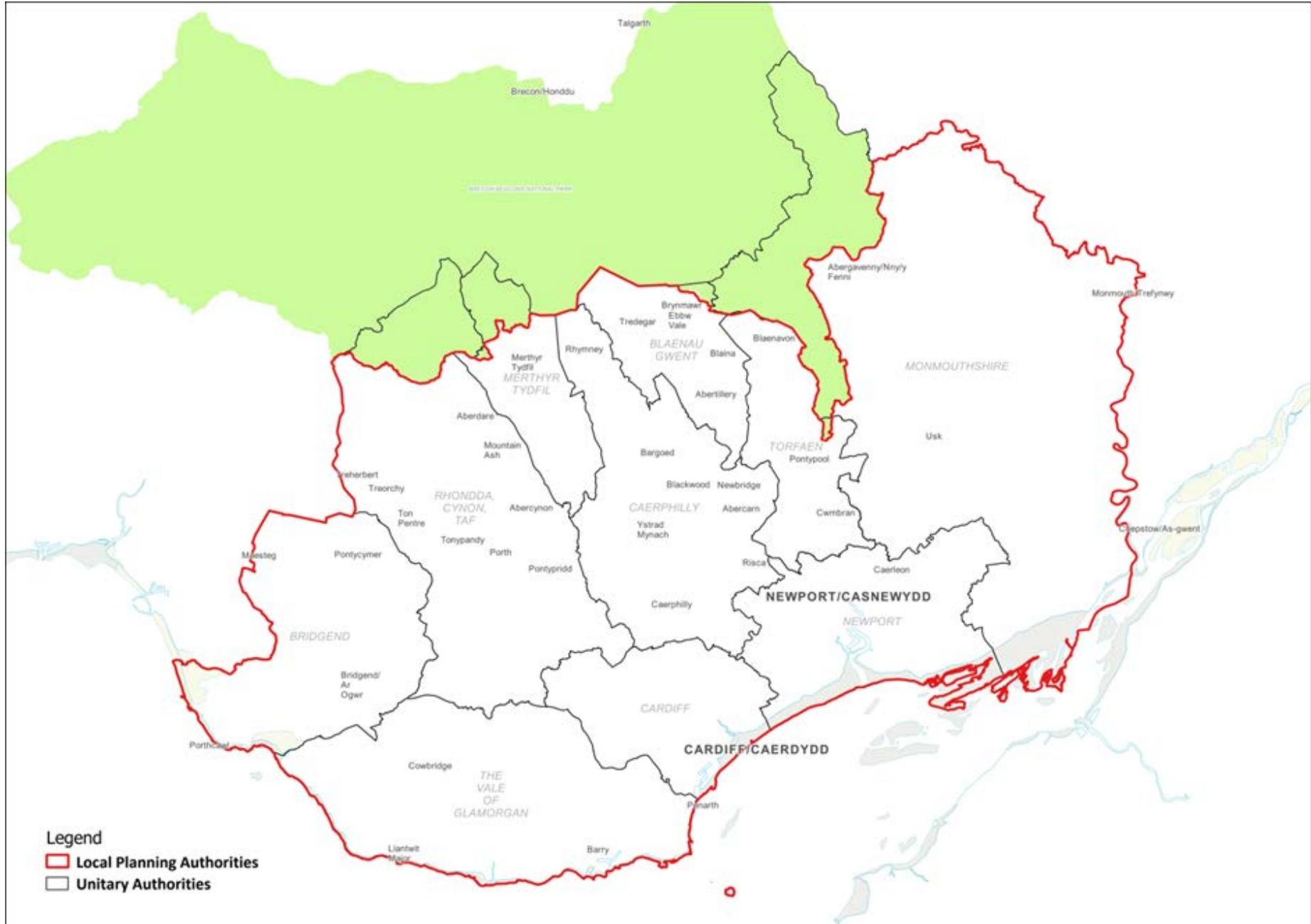
Appendix C – SDP Timeline

Appendix D - Responsible Authority - Options Paper

Appendix E - Staff Resources

Appendix F - Cost Analysis (June 2019)

Appendix A: Strategic Planning Area – Recommended Boundary shown edged red



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Lesley Griffiths AC/AM
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs



Llywodraeth Cymru
Welsh Government

Ein cyf : Our ref : QA1282787

Leader and Chief Executive of the Council

13 December 2017

Dear Colleague,

Invitation to Local Planning Authorities to prepare a Strategic Development Plan (SDP)

The Planning (Wales) Act 2015 included the legislation necessary to produce Strategic Development Plans (SDPs). SDPs allow larger than local issues such as housing, employment and infrastructure which cut across a number of Local Planning Authorities (LPAs) boundaries to be considered in an integrated and comprehensive way.

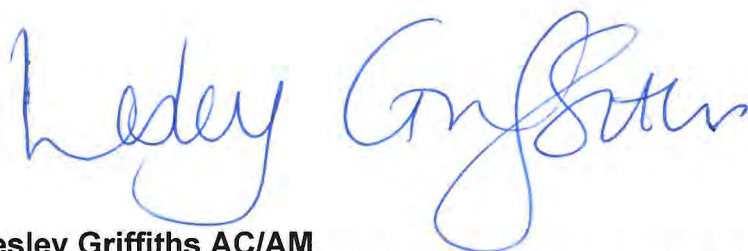
The role of the planning system in delivering excellent outcomes for Wales at national, regional and local levels has never been more prominent. Our new National Strategy: Prosperity for All acknowledges the key role the planning system must play by recognising planning decisions as a critical lever to deliver the central goal of prosperity for all. It notes planning decisions affect every area of a person's life. They determine where homes are built, where services are provided, the quality of the local environment, the promotion of sustainable economic growth and access to open space. The right planning system is critical in delivering the objectives of the strategy – this includes ensuring better LDPs and SDPs are produced in the future.

SDPs have the potential to reduce complexity and repetition currently contained in LDPs and make more effective use of resources. The ability to pool resources, reduce preparation costs, undertake more joint technical work, utilise existing skills and expertise and rationalise issues crossing administrative boundaries should not be lost. SDPs are also necessary to provide a robust framework for the delivery of the land use implications of existing and emerging City Deal and Growth Deal proposals.

My vision for the development plan system is to achieve the most expedient way of maintaining LDP coverage through the production of Joint LDPs, while encouraging and facilitating a strategic approach through SDPs to deal with issues of regional importance. This is not about setting up parallel or competing plans, rather a streamlined suite of plans that complement and integrate as one.

To date, no proposals have been forthcoming. I consider preparing SDPs on a consistent basis for each of the three regions of South East, Mid and West and North Wales will ensure the most efficient use of resources, maintain an effective decision making framework and deliver high quality planning outcomes. **I am therefore inviting proposals for SDPs, based on the 3 regional footprints, to come forward.**

Yours sincerely,



Lesley Griffiths AC/AM

Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs



Ein cyf : Our ref: QA1282787

Arweinydd a Phrif Weithredwr y Cyngor

B Rhagfyr 2017

Annwyl Gyfaill,

Gwahoddiad i Awdurdodau Cynllunio Lleol baratoi Cynllun Datblygu Strategol

Roedd Deddf Cynllunio (Cymru) 2015 yn cynnwys y ddeddfwriaeth angenrheidiol i greu Cynlluniau Datblygu Strategol. Mae'r Cynlluniau yn caniatáu i faterion mwy na materion lleol megis tai, cyflogaeth a seilwaith sy'n cynnwys nifer o ffiniau Awdurdodau Cynllunio Lleol i gael eu hystyried mewn dull integredig a chynhwysfawr.

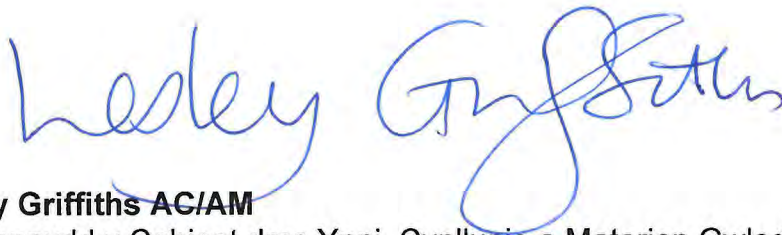
Nid yw swyddogaeth y system gynllunio wrth ddarparu canlyniadau rhagorol i Gymru ar lefelau cenedlaethol, rhanbarthol a lleol erioed wedi bod mor amlwg. Ein Strategaeth Genedlaethol newydd: Mae Ffyniant i Bawb yn cydnabod y swyddogaeth allweddol sydd gan y system gynllunio i gydnabod penderfyniadau cynllunio fel dull hollbwysig o ddarparu'r nod canolog o ffyniant i bawb. Mae'n nodi bod penderfyniadau cynllunio yn cael effaith ar bob agwedd ar fywyd person. Maent yn penderfynu ble y caiff tai ei hadeiladu, ble y darperir gwasanaethau, ansawdd yr amgylchedd lleol, hyrwyddo twf economaidd cynaliadwy a mynediad i fannau agored. Mae'r system gynllunio iawn yn hollbwysig wrth ddarparu amcanion y strategaeth - mae hyn yn cynnwys sicrhau bod Cynlluniau Datblygu Lleol a Chynlluniau Datblygu Strategol yn cael eu datblygu ar gyfer y dyfodol.

Mae gan Gynlluniau Datblygu Strategol y posibilrwydd o leihau y cymhlethdod a'r ail-adrodd sydd o fewn Cynlluniau Datblygu Lleol i wneud defnydd mwy effeithiol o adnoddau. Ni ddylid colli'r gallu i gronni adnoddau, lleihau costau paratoi, cynnal mwy o waith technegol ar y cyd, defnyddio sgiliau ac arbenigedd presennol a rhesymoli materion sy'n mynd ar draws ffiniau gweinyddol. Mae Cynlluniau Datblygu Strategol yn angenrheidiol hefyd er mwyn cynnig fframwaith cadarn ar gyfer darparu goblygiadau defnydd tir cynigion presennol a newydd Bargeinion Dinesig a'r Bargeinion Twf.

Fy ngweledigaeth ar gyfer y system cynllunio datblygiadau yw sicrhau'r dull mwyaf hwylus o gynnal Cynlluniau Datblygu Lleol drwy gynhyrchu Cynlluniau Datblygu ar y Cyd, tra'n annog a hwyluso dulliau strategol drwy'r Cynlluniau Datblygu Strategol i ddelio gyda materion sydd o bwys rhanbarthol. Nid yw hyn yn golygu sefydlu cynlluniau ar y cyd neu gynlluniau sy'n cystadlu, yn hytrach, cyfres syml o gynlluniau sy'n ategu ac yn integreiddio fel un.

Mae pedwar prosiect wedi'u cymeradwyo hyd yma. Rwy'n teimlo y bydd paratoi Cynlluniau Datblygu Strategol yn gyson ar gyfer pob un o'r tri rhanbarth, y De-ddwyrain, y Canolbarth a' Gogledd a'r Gorllewin a Gogledd Cymru yn sicrhau y defnydd mwyaf effeithiol o adnoddau, gan gynnal fframwaith effeithiol ar gyfer gwneud penderfyniadau a sicrhau canlyniadau cynllunio o safon uchel. **Rwyf felly'n gwahodd cynigion ar gyfer Cynlluniau Datblygu Lleol, yn seiliedig ar y 3 model rhanbarthol.**

Yn gywir,

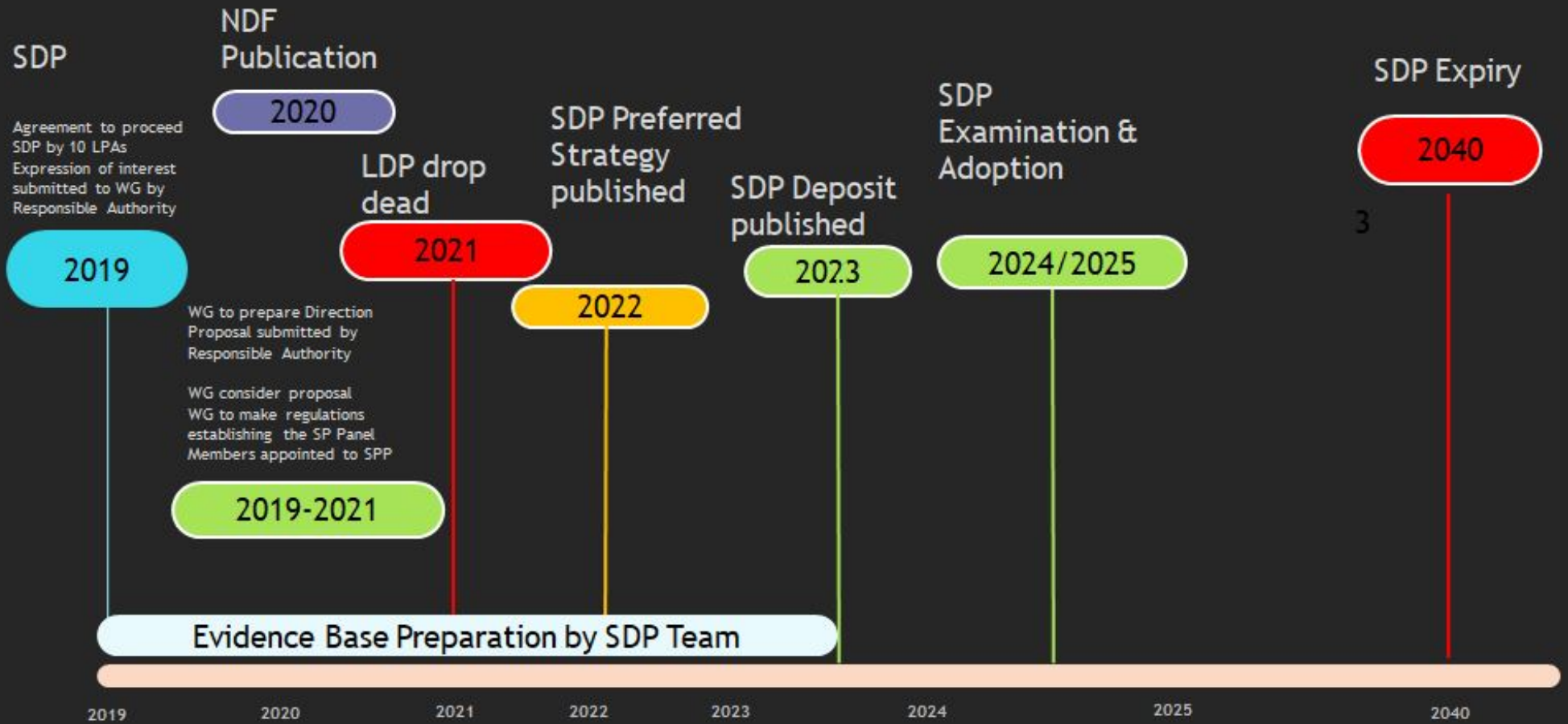


Lesley Griffiths AC/AM

Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs

SDP Roadmap

Page 285



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Cardiff Capital Region Strategic Development Plan: Responsible Authority - Options Paper

Introduction

This paper has been prepared to consider who should be nominated as the Responsible Authority for the purpose of the Cardiff City Region Strategic Development Plan (SDP). It considers the issue of a 'responsible authority' for the purpose of section 60E, Part 3, of the Planning (Wales) Act 2015 (the Act). It sets out various options for consideration to inform a recommendation to each Council as part of a wider report seeking authorisation to proceed with an SDP for the region.

The responsible authority's role is primarily a coordinator of information and a formal channel for communication between the collective group of local authorities and the Welsh Government. It is envisaged that the majority of background work, such as the technical work to devise a strategic planning boundary, including consultation, would be done on a collective basis by officers from all 10 Local Authorities. The Responsible Authority would then formally submit the proposal on behalf of the whole region to Welsh Government.

The paper has been prepared in consultation with chief planning officers from the Cardiff Capital Region and forms part of a group of papers to be presented to Members on the SDP proposals.

Who decides who is the Responsible Authority?

The decision on who is identified as the Responsible Authority will need to be agreed by each constituent Council.

What is the Responsible Authority?

The Responsible Authority is a nominated Local Authority within the Strategic Planning Area that acts as the main point of contact for the SDP project. The responsible authority's role is primarily a coordinator of information and a formal channel between the collective group of local authorities and the Welsh Government. The Responsible Authority is essentially a purely administrative role and does not infer any degree of authority for decision making in respect of SDP matters that will be the remit of the Strategic Planning Panel.

Welsh Government officials have advised that the purpose of the Responsibility Authority is that of being the 'host' for the processes necessary to enable the Strategic Planning Panel to function, it is not about plan preparation.

Part 3 of the Planning (Wales) Act 2015 (see Annex i) sets out the 'responsible authority' means the Local Authority given a direction by the Welsh Ministers to submit a proposal for an area to be designated as a strategic planning area under section 60D of the Act. Before issuing such a direction, the Welsh Government will first have been notified by the

'responsible authority' of the proposal to prepare a SDP for the region (see template letter at Annex ii) and therefore one of the first tasks in starting the SDP preparation will be to identify a responsible authority to act as the main point of contact and coordinator for the initial stages.

What will the Responsible Authority do?

The Act sets out the various tasks, following the Direction by the Welsh Ministers, that need to be undertaken by the responsible authority (acting in conjunction with the other authorities) within 6 months of the direction or such time specified in the direction. These tasks are listed below:

- Prepare a proposal for an area to be designated as a strategic planning area which must include: a map showing the boundaries of the strategic planning area, a statement of the reasons for proposing that area, and any other information specified by the Welsh Ministers in the direction.
- Consult all other local planning authorities within all or part of the area covered in the proposed strategic planning area, and any other persons specified in the direction.
- Prepare a report about the consultation.
- Submit to the Welsh Ministers the proposal and the report about the consultation carried out.

Once the above has been undertaken, the Minister will make regulations to establish the strategic planning area and establish a strategic planning panel for that area. The Responsible Authority will continue to act as the point of contact and administrator for that process. That Council's legal / finance procedures will be used where applicable during the SDP process.

Identification of Responsible Authority

The decision on who is identified as the Responsible Authority will need to be agreed by each Council. To inform this decision, Chief Planning Officers from across the region have considered the options available based on a willingness and capability to take on the Responsible Authority Role.

Of the 10 Local Planning Authorities in the Cardiff Capital Region, 7 authorities have Local Development Plans (LDPs) that expire in 2021 and as such the majority are working on LDP reviews and replacement LDPs. In this respect, their ability to focus resources within their Strategic Planning Teams towards the SDP is more limited and it would appear logical at this stage that the Responsible Authority is one of those Planning Authorities not working on a new LDP. Furthermore, other Local Authorities in the region who are not actively undertaking LDP work have directed resources away from their Strategic Planning teams and towards Development Management where work pressures are constantly high and this

may pose resource issues for some authorities and their ability to volunteer to be the Responsible Authority.

Consideration has also been given to the joint working arrangements of the Cardiff Capital Region City Deal. The Leader and Managing Director of the Vale of Glamorgan Council are the 'Planning' Representatives on Cardiff Capital Region City Deal. The Vale of Glamorgan is the 'host authority' for the Shared Regulatory Services sub-regional service and therefore has some previous experience of hosting regional working. Having adopted the Vale of Glamorgan LDP in 2017 the Council does have available resource within the Strategic Planning team to undertake the administrative work required by the Responsible Authority during the early stages of the SDP preparation.

The Vale of Glamorgan Council has been acting as the Interim Responsible Authority for the SDP, being the main point of contact and coordinator on the SDP project in the short term. For the same reasons, it is recommended that the Vale of Glamorgan Council are identified as the 'Responsible Authority' for the SDP going forward.

Annex i

Part 3 of the Planning (Wales) Act 2015

60D Power to designate strategic planning area and establish strategic planning panel

- (1) The Welsh Ministers may by regulations—
 - (a) designate an area in Wales as a strategic planning area for the purposes of this Part, and
 - (b) establish a strategic planning panel for that area.
- (2) A strategic planning area must comprise—
 - (a) all of the area of one local planning authority, and
 - (b) all or part of the area of at least one other local planning authority.
- (3) The Welsh Ministers must not make regulations under this section unless—
 - (a) they have given a direction under section 60E(1) to a local planning authority all or part of whose area is included in the strategic planning area to be designated by the regulations,
 - (b) either—
 - (i) a proposal for an area to be designated has been submitted in accordance with section 60E(6), or
 - (ii) the period for complying with section 60E(6) has ended without a proposal being submitted, and
 - (c) they have carried out any consultation required by section 60F(1).
- (4) Paragraphs (a) and (b) of subsection (3) do not apply in relation to regulations that revoke or amend previous regulations under this section.
- (5) Schedule 2A contains provisions about strategic planning panels.

60E Preparation and submission of proposal for strategic planning area

- (1) The Welsh Ministers may direct one or more local planning authorities to submit a proposal for an area to be designated as a strategic planning area under section 60D.
- (2) If the Welsh Ministers give a direction under subsection (1), they must state their reasons for doing so.
- (3) In this section, the “responsible authority” means—
 - (a) where a direction under subsection (1) is given to a single local planning authority, that authority;
 - (b) where a direction under subsection (1) is given to two or more local planning authorities, those authorities acting jointly.
- (4) The responsible authority must prepare a proposal for an area to be designated as a strategic planning area.
- (5) Before submitting the proposal to the Welsh Ministers, the responsible authority must consult—

- (a) each local planning authority, other than one to which the direction under subsection (1) was given, for an area all or part of which is included in the proposed strategic planning area, and
 - (b) any other persons specified in, or of a description specified in, the direction.
- (6) The responsible authority must submit to the Welsh Ministers—
- (a) the proposal, and
 - (b) a report about the consultation carried out under subsection (5).
- (7) A proposal submitted under subsection (6)(a) must include—
- (a) a map showing the boundaries of the area which the responsible authority propose should be designated as a strategic planning area,
 - (b) a statement of the reasons for proposing that area, and
 - (c) any other information specified by the Welsh Ministers in the direction given under subsection (1).
- (8) The responsible authority must comply with subsection (6)—
- (a) before the end of any period specified in the direction;
 - (b) if no period is specified in the direction, before the end of six months beginning with the day on which the direction is given.
- (9) The Welsh Ministers may agree to extend the period for complying with subsection (6) in a particular case.
- (10) The responsible authority must comply with any requirements set out in the direction as to—
- (a) how the consultation required by subsection (5) must be carried out;
 - (b) the form and content of the report about the consultation;
 - (c) how the proposal and the report must be submitted under subsection (6).
- (11) Subsection (12) applies if the Welsh Ministers, having given a direction under subsection (1), decide not to designate a strategic planning area.
- (12) The Welsh Ministers must give notice of their decision and the reasons for it—
- (a) to the responsible authority, and
 - (b) if a proposal has been submitted under subsection (6), to each authority within subsection (5)(a).

Annex ii – Template Letter to Minister

*******DRAFT (Requires Full Council Approval)*******

Julie James AM
Minister for Housing and Local Government
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

Dear Julie James AM,

Re: Strategic Development Plan for Cardiff Capital Region

I write to you on behalf of the Cardiff Capital Region as the Responsible Authority for the purpose of Section 60E, Part 3 of the Planning (Wales) Act 2015 (the Act).

I am pleased to advise you that the 10 Councils in South East Wales have formally resolved to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region, covering the following Local Planning Authority areas:

- Blaenau Gwent
- Bridgend
- Caerphilly
- Cardiff
- Merthyr Tydfil
- Monmouthshire
- Newport
- Rhondda Cynon Taf
- Torfaen
- Vale of Glamorgan

In response to this letter I would be grateful if you could use your powers under the Act to issue a Direction to submit a proposal for the area to be designated as a strategic planning area under section 60D of the Act. Once the Direction is received we will prepare and consult on the proposal for the strategic planning area to enable you to thereafter prepare regulations to designate the area as a strategic planning area and establish a strategic planning panel for the area.

I look forward to hearing from you and working together to prepare a Strategic Development Plan for the Cardiff Capital Region.

Yours sincerely,

On behalf of the Responsible Authority

Cardiff Capital Region Strategic Development Plan Paper: Staff Resources

This report has been prepared to consider how the Cardiff City Region could respond to the regional working agenda in respect of strategic planning services to facilitate the preparation of a Strategic Development Plan (SDP). It sets out various options about how the project could be resourced with staff and recommends a preferred option.

The report has been prepared in consultation with chief planning officers from the Cardiff Capital Region and has been agreed by them.

Background

At present, planning policy in the region is generally undertaken at individual Local Planning Authority level, with a limited degree of collaboration and joint procurement of services at a regional or sub-regional level (undertaken on an informal footing). However, the region benefits from a strong degree of communication in this field through the South East Wales Strategic Planning Group (SEWSPG).

Whilst Local Government Reform has been dismissed in the short term, Welsh Government have made it clear they want to see more collaborative working between Local Authorities and Planning Policy has previously been identified as an area which should be mandated to operate on a regional or sub-regional basis. Welsh Government has the regulatory power to require LPAs to undertake an SDP, Joint LDP or LDP if appropriate.

The previous Minister had invited the preparation of Joint LDPs in the region, which has been rejected by Local Authorities in the region to date for numerous reasons. The preparation of an SDP provides the opportunity for the region to come together at a strategic level to plan for sustainable development in the Cardiff Capital Region. Following this, local authorities may choose to prepare joint LDP 'lite' documents that accord with the SDP strategy.

Matters and Issues

In the Cardiff Capital Region there are 10 Local Planning Authorities with varying status in terms of their development plan status. The following provides a list of Local Development Plan (LDP) Status across region in order of plan expiration / review:

Blaenau Gwent - adopted on 22nd November 2012, Expires 2021; Undertaking plan review.

Bridgend - adopted 18th September 2013, Expires 2021; Undertaking plan review.

Caerphilly - adopted 23rd November 2010, Expires 2021.

Merthyr Tydfil - adopted 25th May 2011, Expires 2021; Undertaking plan review.

Monmouthshire - adopted 27th February 2014, Expires 2021; Undertaking plan review.

Rhondda Cynon Taf - adopted 2nd March 2011, Expires 2021.

Torfaen - adopted 3rd December 2013, Expires 2021; Undertaking plan review.

Cardiff – adopted 28th January 2016, Expires 2026.

Newport – adopted 27th January 2015, Expires 2026.

Vale of Glamorgan – adopted 28th June 2017, Expires 2026.

The availability of staff resources within each Local Planning Authority will depend on the capacity of the team and the level of work being undertaken on other projects outside the SDP such as LDP review, preparation of SPGs, policy support to corporate projects and development management. The table below provides a summary of available resource in planning policy teams in the region at May 2019.

	Core Policy Team	Other	Current Work programme and ability to resource SDP
Blaenau Gwent	1 x Team Manager 1 x Team Leader 1 x Planning Assistant Total - 3 FTE	Service Manager has Policy, DM and Building Control within remit. Central admin support. Minerals provided by Carmarthenshire	Policy team currently working on LDP Review.
Bridgend	1 x Team Manager 1 x Team Leader 2 x Senior Officer (one currently vacant) 2 x Planning assistant (1 FT, 2 PT) Total – 6 FTE	Strategic Transportation function now within wider planning function	Policy team currently working on LDP Review. Currently undergoing re-structure following merger with Strategic Transportation Function Depending on workloads could contribute ad hoc to regional work.
Caerphilly	2 x Team Leaders 2 x Principal Officers 3 x Senior Officers Total - 7 FTE		
Cardiff	3.5 x Policy Planners Plus 3 FTE Officers within Team currently providing	7 Place-making Team Planners covering Design, Master-planning, Projects,	

APPENDIX E – Staff Resources for SDP

	Core Policy Team	Other	Current Work programme and ability to resource SDP
	flexible support as Non-Strategic DM Case Officers Total – 6.5 FTE	Infrastructure, viability, CIL, S106, Heritage & Conservation. Head of Planning, Operational Manager of Strategic DM & Place-making & Operational Manager for Non-Strategic DM.	
Merthyr Tydfil	1x Team leader 2.5 x Policy officers Total – 3.5 FTE	No admin support. Minerals service provided by Carmarthen.	Policy team currently working on 1 st Replacement LDP. Examination June / July 2019. Adoption anticipated Jan 2020. There will be some capacity to assist with SDP work post adoption.
Monmouthshire	1 x Planning Policy Manager 1 x Principal Officer 1.8 x Senior Officer 1 x Research Officer Total – 4.8 FTE	Head of Planning Service (including Development Management, Housing function and BC)	Policy team currently working on LDP Review, alongside current LDP monitoring for AMR and 4x SPG in progress for current LDP. No surplus capacity to assist with SDP, but if colleagues wish to apply for SDP roles and are successful, they would be supported and their posts would be backfilled.
Newport	1 x Planning Policy Manager 1.8 x Senior Policy Officer Total – 2.8 FTE	Planning Systems Officer (pooled resource with DM/BC/Policy)	Newport LDP adopted 2015. Currently working on SPG, plan monitoring and planning consultancy work for DM and internal Council projects. Have some capacity to

APPENDIX E – Staff Resources for SDP

	Core Policy Team	Other	Current Work programme and ability to resource SDP
			assist with specific projects and evidence base.
Rhondda Cynon Taf	<p>1 X Planning Manager (vacant) 1 X Team Leader 2 X Senior Planners 1 X Planner 1 X Planning Assistant (vacant)</p> <p>Total – 6 FTE</p>		This team would primarily be required to prepare any future LDP for Rhondda Cynon Taf. Could offer interaction and sharing of information with the Regional SDP team.
Torfaen	<p>2 x Principal Policy Officers (Joint Team Leaders) 2 x Senior Policy Planners</p> <p>Total – 4 FTE</p>	<p>DM support provided by Central Admin Unit (not dedicated)</p> <p>Forward Planning and Building Regulations teams report directly to Head of Planning and Development who reports directly to Chief Officer Neighbourhoods, Planning & Public Protection</p>	Policy team currently working on LDP Review.
Vale of Glamorgan	<p>1 x team leader 3 x senior planner (1 on secondment at Merthyr) 1 x Assistant planner</p> <p>Total – 5 FTE</p>	<p>1 x Head of Service (Planning & Regeneration), 1 x Operational Manager (Planning & Building Control)</p> <p>Admin support from DM Support Services team as required</p> <p>Minerals provided by Carmarthenshire</p>	<p>VOG LDP adopted 2017. Currently working on SPG, plan monitoring and planning consultancy work for internal Council projects (Housing, Estates etc.)</p> <p>Have capacity available to undertake SDP Responsible Authority role in 2019/20 and 2020/21 before SDP Team set up.</p> <p>Have capacity to assist with specific projects and evidence base work to assist SDP Team.</p>

Options for Delivering SDP

The delivery of the SDP requires focus and commitment and significant staff time. There are several ways in which this could be achieved, which are considered further below.

Option 1 – Informal collaboration with a Lead Authority

Keep existing structures across 10 Local Planning Authorities in the region, identify a ‘Lead Authority’ and divide the workload across existing staff, delegating tasks on an informal collaborative basis reporting to lead authority.

Pros	Cons
<ul style="list-style-type: none"> • Could start immediately • No need for structural re-organisation • Allows flexibility to respond to peaks / troughs in workload 	<ul style="list-style-type: none"> • Other work distracting from SDP preparation • Reliance on other LPAs to find resource to help out • Participants likely to retain own ‘LA’ bias • Lack of autonomy of ‘Lead Authority’ • Would still require Lead Officer role to be appointed

Option 2 – Procure Consultancy Services

Keep existing structures across 10 Local Planning Authorities in the region, procure consultants to undertake all SDP preparation reporting back to LPAs. Would most likely need a ‘Lead Authority’ to act as commissioning authority and contact.

Pros	Cons
<ul style="list-style-type: none"> • Impartiality • No need for structural re-organisation 	<ul style="list-style-type: none"> • Cost – likely to be more expensive to but in services • Lack local knowledge / experience • Reliance on LPA officers to check work and steer consultant input • Lack of ‘buy-in’ on a long-term basis • Delays in set-up / procurement which would still require LPA support • Less experience with Member liaison and issues of trust

Option 3 – One or more LPAs prepare the SDP on behalf of the Region

One or more existing LPA undertake the preparation of the SDP on behalf of the region, using existing resources and recruiting new staff as necessary which could include secondment from other authorities. The body would be responsible for preparation and delivery of the SDP, and potentially SDP review and SDP monitoring. Would require remuneration from other LPAs not participating directly.

Pros	Cons
<ul style="list-style-type: none"> • No need for structural re-organisation • Cost 	<ul style="list-style-type: none"> • Lack of resources within existing LPAs to do this • Other work distracting from SDP prep • Participants likely to retain own 'LA' bias • Lack of autonomy of the Authority • Would still require Lead Officer role to be appointed and other staff

Option 4 – Regional SDP team established

Set up a regional SDP team to prepare the SDP who would be responsible for preparation and delivery of the SDP, and potentially SDP review and SDP monitoring.

Pros	Cons
<ul style="list-style-type: none"> • Allows true regional approach to SDP – not local parochialism • Provides focus on SDP in isolation from other work • Would draw together the best people for the job • Provides a framework for collaboration at a regional level on land use planning matters • Could be used on a commercial basis to provide expertise / services for strategic planning outside the region 	<ul style="list-style-type: none"> • Needs set up cost / time • Liaison / involvement from LPA officers will still be required and resourced

Option 5 – Regional Strategic Planning Re-structure / Merger

A formal restructure incorporating the strategic planning policy function of all 10 Local Planning Authorities in the region into one Regional Strategic Planning Policy Service. This service would be responsible for the delivery of all matters relating to Development Plan preparation, adoption and monitoring across the whole region. It would be a single

organisation with shared terms & conditions and a joint responsibility for delivering this service across the whole region. The body would be responsible for preparation and delivery of the SDP, Joint or single LDP lites, SDP/LDP review, evidence gathering, and Plan monitoring.

Pros	Cons
<ul style="list-style-type: none"> • Allows true regional approach to SDP – not local parochialism 	<ul style="list-style-type: none"> • Needs set up cost / time • Operationally impractical given current LDP reviews underway • Employee terms and conditions and trade union impacts • Would still require separation of workload / functions to divide out SDP and LDP work

Preferred Option

Having regard to the benefits and disadvantages of the ways of working set out above, the preferred option is considered to be Option 4 – Regional SDP team established.

In addition to the core team, there is likely to be specific projects that could be undertaken either by consultants or by officers with relevant expertise within the region who could be seconded or tasked to deliver a specific project (e.g. population projections). Secondment from existing local authority teams could result in LPA’s having difficulty in progressing their own LDPs to meet Delivery Agreement timeframes. Any secondments will need to be programmed to ensure that the ability of the affected authorities to deliver their plans, in accordance with their delivery agreements, is not prejudiced.

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Cardiff Capital Region Strategic Development Plan – Cost Analysis (June 2019)

Introduction

1. This paper has been prepared to support the report seeking authorisation to proceed with the Strategic Development Plan (SDP) for the Cardiff Capital Region. It sets out the likely cost of preparing the SDP on this scale using best available evidence at this time. Evidence includes the Welsh Government’s Regulatory Impact Assessment Methodology for the Planning (Wales) Bill alongside actual costs for Local Development Plan preparation in the region over recent years and planned spend on current LDP preparation. The WG’s cost estimate for the SDP was circa £3.5m however this was a total cost and included costs such as LPA Members, LPA consultees and press notices which are not included below as explained in the report where appropriate. This report concludes that the estimated cost of preparing the SDP for the Cardiff Capital Region will be circa £3.14m over 5 years.
2. The cost associated with preparing the SDP will need to be met by the constituent Local Authorities, albeit Welsh Government have indicated a willingness to support this collaboration project with some financial contribution which has yet to be agreed.
3. The Strategic Planning (Composition of Panels and Qualifying Expenditure) (Wales) Regulations 2016 set out the expenditure of a panel that is “qualifying expenditure” to be met by the constituent local planning authorities and includes: staff costs; remuneration of nominated and co-opted members of the panel; costs associated with the hire / occupation of premises; consultancy and technical fees; equipment costs and other costs associated with enabling a panel to undertake its functions under Part 6 of the 2004 Act.

Initial project set up costs

4. To date a significant amount of officer time has been dedicated to this process on a collaborative basis with input from officers across the region. If all Councils agree to proceed with the SDP, this will increase further in the short term before the SDP Team and Panel are established. Therefore, it is considered necessary to establish an initial budget to cover officer time involved in this project which varies between constituent authorities but is of benefit to the region as a whole and thus should be covered by the region.
5. Initial tasks will include:
 - Preparation and formal submission of SDP Proposal to the Minister including justification for the Strategic Planning Area (60E of the Planning Act)
 - Liaison with WG on SDP draft regulations and guidance
 - Support to constituent LPAs on SDP matters such as attendance at Member and Officer briefings
 - Recruitment of SDP Team
 - Procuring appropriate office and meeting accommodation for SDP Team and Strategic Planning Panel (SPP) as appropriate

APPENDIX F – SDP Cost Analysis

6. There are potential costs associated with these tasks such as staff time (with on costs), travel expenses, legal advice and other technical support as required.
7. It is considered that £50,000 will be adequate to cover staff costs for this initial work, whilst any underspend can be carried forward to the main project. It is proposed in the main report that each constituent LA contribute their share towards this cost to the Responsible Authority following agreement by all Councils to proceed with the SDP. The Responsible Authority will administer the fund in the first instance and enable other Local Planning Authorities (LPAs) to charge their costs to the SDP project as appropriate.
8. The proportional split of funding recommended in the main report is shown in the list below, and attributes this initial project set up cost as follows:

Local Authority	% cost based on SPP votes	£
Blaenau Gwent	4.35	2,175
Bridgend	8.7	4,350
Caerphilly	13.04	6,520
Cardiff	21.74	10,870
Merthyr Tydfil	4.35	2,175
Monmouthshire	13.04	6,520
Newport	8.7	4,350
Rhondda Cynon Taff	13.04	6,520
Torfaen	4.35	2,175
Vale of Glamorgan	8.7	4,350
Total	100.01	50,005

SDP Team Staff costs

9. The delivery of the SDP will require focus and commitment and significant staff time. It is therefore considered that the best method for delivery would be to establish a dedicated regional SDP team to undertake the project (see Resources paper at Appendix E for justification of this approach).
10. It is essential that the lead officer for the SDP Team is a person with a detailed knowledge of planning policy with proven experience of delivering a complex major project like the SDP. They will need to have a range of skills and personal attributes to enable them to deliver the project on time and within budget. The job will involve collaboration with 10 Local Authorities, including building relationships and trust with Members and Chief Officers across the region and supporting the Strategic Planning Panel. The position and salary therefore needs to be competitive to attract the very best person for the job and to reflect the seniority and responsibility that the role has for delivering strategic planning in the region. It is therefore recommended that the job is a Head of Service level equivalent to the Head of Service roles within the City Deal Office Leadership Team and the proposed salary below reflects this.

11. Similarly, the Policy Officers appointed to the SDP team need to be experienced officers with detailed knowledge of planning policy and proven experience of working on a complex major project like the SDP. To deliver the SDP, the team will have to understand and resolve a wide range of land-use planning issues that will vary significantly across the Cardiff Capital Region. Their work will inform plan-making in the region for the future and it must therefore be of the highest quality. In order to attract the very best people for the job, it is considered appropriate that the salaries reflect the more complex nature of the work at a strategic / regional level and are higher than the nearest equivalent role within Local Planning Authorities. The proposed salaries below reflect this.
12. It should be emphasised that these are indicative salaries at this stage for the purpose of estimating a cost for the preparation of the SDP. They would need to be scrutinized through a job evaluation process in due course once job description and person specifications have been devised.
13. Given the scope and nature of the project it is considered the following team structure would be appropriate:
 - Head of SDP Team – up to £69,318
 - Policy Officers x 4 – up to £41,675
 - Technical support x 1 up to £32,878
14. The WG regulatory assessment assumed 60% on-costs which are 4% higher than those of a LPA due to estimated higher accommodation costs and were taken from a Welsh Government funded body. These are considered to be robust assumptions for this report¹.
15. Initially, it is thought that only the Lead Officer plus 2 in support would be required to start the project and set out the work programme for the delivery of the SDP, with the team growing to full strength once the plan preparation is underway. Therefore, the staff costs for the 5 year delivery programme are set out in Table 1 assuming mid-point salary range and 60% on-costs.

Table 1: SDP Team Staff Costs (including on-costs)

	Year 1	Year 2	Year 3	Year4	Year 5
Head of SDP £100,958 (£63,099 + £37,859)	£100,958	£100,958	£100,958	£100,958	£100,958
Policy Officer £64,390 (£40,244 + £24,146)	£64,390	£64,390	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£64,390	£64,390	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£0	£32,195 (6 months)	£64,390	£64,390	£64,390
Policy Officer £64,390 (£40,244 + £24,146)	£0	£32,195 (6 months)	£64,390	£64,390	£64,390
Technical £50,011	-	£50,011	£50,011	£50,011	£50,011

¹ Note that Vale of Glamorgan Policy Team on-costs are currently approximately 40%.

APPENDIX F – SDP Cost Analysis

(£31,257 + £18,754)					
Annual Total	£229,738	£344,139	£408,529	£408,529	£408,529
Overall Total	£1,799,464				

16. Total staff costs including on costs for the 5 year SDP Preparation are therefore estimated at £1,799,464. This is slightly higher than the estimate used by WG of £1,739,350, who assumed lower salaries but a larger team of 7 with a hierarchy of Principal, Senior and Planning Officers. The Planning Policy Lead Officers in the region have considered this matter in light of their own management experience in delivering LDPs and consider the proposed team structure above to be more appropriate for the SDP project.
17. In their analysis WG estimated ‘start up costs’ for an SDP team of £12,572 for desks, storage, IT, phones, and printing equipment, which appears reasonable. Therefore, a total staff cost of £1,812,036 is considered a reasonable estimate for the 5 year project.
18. Once the SDP is adopted, it is considered that the SDP Team will continue to have a significant role to play in spatial planning in the region, including: monitoring and review of the SDP, involvement and support for LDPs / LDP Lite, regional evidence base review and close working arrangements with the Regional Transport Authority. Furthermore, given their skills and experience they will be able to offer services (commercially) to other regions in Wales and beyond embarking on regional spatial planning. Therefore, it is recommended that the SDP Team is established on a permanent basis with a predicted annual cost of approximately £408,529 although this has not been included in the cost appraisal for the initial preparation and adoption of the SDP.
19. In addition to the core team, there is likely to be specific projects that could be undertaken either by consultants or by officers with relevant expertise within the region who could be seconded or tasked to deliver a specific project (e.g. population projections). These costs are included in the ‘Evidence Base’ section. Secondment from existing local authority teams could result in LPA’s having difficulty in progressing their own LDPs to meet Delivery Agreement timeframes. Any secondments will need to be programmed to ensure that the ability of the affected authorities to deliver their plans, in accordance with their delivery agreements, is not prejudiced.

Strategic Planning Panel

20. The Panel will comprise of two thirds locally elected members and one third from social, economic and environmental partners. It is estimated that the Panel will comprise of up to 23 local elected members (see paragraphs 2.13-2.16 of main report) and up to 11 nominated members for the South East Wales area.
21. It is estimated that the Strategic Planning Panel will be required to meet on a quarterly basis for half a day. Therefore it is estimated that 20 meetings, which is equal to 10 full days over the five year plan period will be required.

22. When preparing the SDP, it is anticipated that all Members of the strategic planning panel will sit on sub committees. It is anticipated that 4 sub committees would be formed to consider the main strategic issues of population, housing, transport and infrastructure. It is assumed that 9 members of the strategic planning panel will sit on each sub group (consisting of two thirds members and one third stakeholders). Each sub committee would meet for a full day, four times a year, over a three year period, therefore 12 days per sub group. This equates to 12 days x 4 subgroups = 48 days for 9 members.
23. In addition, it is expected that the SDP Lead Officer will meet individually (or jointly as appropriate) with Members of constituent authorities during the preparation of the SDP to discuss Strategic issues and their impact within the Local Authority area.
24. The Regulations prescribe that the costs of remuneration of a constituent local planning authority member of a panel is not “qualifying expenditure”. This will require time and commitment from Councillors but it is expected that this involvement is covered by existing budgets and no additional budget will be expected to cover these costs.
25. The Regulations do include remuneration for nominated and co-opted members of the panel as qualifying expenditure to be met by the constituent local planning authorities. It is expected there will be up to 11 such Members of the panel², attending an estimated 20 meetings of the Panel and a further 12 days for sub-committee meetings. Based on a total 32 days throughout the process Remuneration is expected to be £26,400 in total for the 10 nominated Members of the Panel³.

Additional costs associated with the Panel

26. The undertaking of the SPP’s role and function is likely to incur additional costs in relation to expenses, room hire etc. WG estimated that this would cost the SPP £34,290 over the five year plan preparation period which appears reasonable.

Additional staff within local authority

27. WG’s regulatory impact assessment assumed the time spent by LPAs on the SDP and light touch LDP would be the same as for inputting on the LDP in the basis there would be no increase in their work load, but a redistribution of their time between the SDP and light touch LDP. It was estimated they would spend two thirds of their time inputting to the SDP and one third on the light touch LDP.
28. However, in practice this will not be the case for the first SDP, which will be prepared at a time when at least 5 LPAs in the region are working on LDPs, hence the need to establish a separate team responsible for delivering the SDP (as set out above). With this in mind, there will only be limited involvement of those constituent LPA officers which does not amount to an increase in

² Note this is a ‘maximum scenario’ that assumed 23 SPP voting LA Members being 2/3 of the panel and 11 co-opted Members being 1/3 of the panel

³ Remuneration is equivalent to that paid to appointed persons at National Park Authorities of £3625 per annum equating to a daily rate of £75 / day.

cost to individual LPAs. There will inevitably be cost-savings arising from shared evidence base and the SDP evidence base being useful to LDPs in preparation but it is difficult to quantify this at this stage given the varying stages of LDP preparation across the region.

29. In addition, there will be some involvement from other consultees within Local Authorities such as Highways, Ecology, Landscapes, Education, Housing, Parks, Drainage, Environmental Health etc. However, given the strategic level of the document, their input will be less detailed than at LDP stage (where site allocations will be made) and should be covered within existing budgets. Therefore, no additional cost has been attributed here.

Evidence base

30. WG estimated that on average the cost of gathering the LDP evidence base for a single authority would be between £195,000 and £265,000. This varies from area to area depending on the prevalent land use issues and depending on capacity and capability within LPA teams and the use of consultants to undertake projects. The approximate cost of evidence base work within the region for previous LDPs is shown below:

- Blaenau Gwent - £127,000
- Bridgend - £250,000
- Caerphilly - £200,000
- Cardiff - £418,000
- Merthyr Tydfil - £106,000
- Monmouthshire - £489,000
- Newport - £210,000
- Rhondda Cynon Taff - £300,000
- Torfaen - £200,000
- Vale of Glamorgan – £168,000

31. The above indicates an average cost in the region of £247,000. The scope of the studies required for the SDP will be similar to those prepared for an LDP however the SDP will consider broad principles and scale of provision, whilst the detail, such as site identification will be reflected in LDPs. These studies include:

- Sustainability Appraisal and Strategic Environmental Assessment
- Habitats Regulations Assessment
- Equalities Impact Assessment
- Health Impact Assessment
- Local Housing Market Assessment
- Population and Household Projections
- Gypsy and Traveler Accommodation Assessment
- Affordable housing viability
- Employment sites and market appraisal
- Retail assessment
- Renewable Energy
- Landscape

APPENDIX F – SDP Cost Analysis

- Recreation/ open space / green infrastructure
- Flooding – Strategic Flood Consequences Assessment
- Minerals
- Waste
- Transport

32. For an area such as South East Wales WG estimated that the evidence base could cost approximately three times the cost of preparing an individual LDP's evidence base i.e. £795,000 based on WG's upper estimate, which is considered to be a reasonable assumption.

Examination

33. WG's estimated cost of a SDP examination for South East Wales was £283,180 taking into account the cost of two Inspectors and programme officer, accommodation costs and expert evidence. This is considered reasonable having regard to examination costs experienced for individual LDPs⁴.

Printing costs

34. WG estimated that the printing costs for a SDP are approximately £55,000. In practice, it is questionable whether it will be necessary or appropriate to print the SDP and associated consultation documents in paper form as most authorities only have electronic versions of their LDP available now. However, the cost has been included in the overall assumptions to ensure the overall cost assumptions are realistic and robust.

Translation costs

35. WG estimated translation costs to be £1,660 based on £83 per 1000 words for a 20,000 word document. These costs are still relevant today (VOG costs £80 per 1000 words). WG estimated that the SDP would be approximately 50% of the size of an average LDP (40,000 words at that time) and noted as a comparison, in Scotland, the adopted TAY Plan (10,300 words) SES Plan (17,000 words). However, more recent analysis of LDPs suggests the average length is closer to 80,000 and therefore, a more accurate cost assumption based on it being half the length of an LDP is £3,320.

36. WG did not include any cost estimate for translation of all the supporting information, letters and documents associated with preparing an SDP, however, this is a cost that will be incurred. Whilst it is difficult to judge at this stage without knowing the word count of the examination and supporting documents, based on similar LDP documents, a reasonable assumption would be 625,000 words costing £51,875.

Cost of adverts

⁴ Examination costs for LDPs: Cardiff £300,000; Vale of Glamorgan £155,000; Blaenau Gwent £75,000; Bridgend £80,000; Caerphilly £147,000.

37. WG assumed in 2015 that adverts would be required by regulations at the following SDP stages; Delivery Agreement; Preferred Strategy; Strategic Sites; Deposit; Submission; Examination and Adoption. It was assumed that one advert could cover two local planning authorities, therefore giving a 50% saving and cost of £44,100.

38. Since then the LDP amendment regulations⁵ have removed the requirement to advertise in the local press in recognition of the fact that there are more effective ways of engaging local communities. Therefore, officers will expect WG to omit these requirements in the SDP Regulations. Therefore, this cost has been excluded from this analysis.

IT Support

39. The responsible authority will be able to provide normal ICT support to the team at nominal cost which is not included. However, there will be specific costs associated with the SDP, including an SDP database to manage the process such as the various stages of consultation. WG estimated the cost of an IT consultation database to be the same as for an individual local planning authority (estimated to be £15,000 to £20,000). An additional £10,000 is assumed for software licenses and support.

Conclusion

40. The overall cost of the SDP based on a 5 year delivery programme is estimated to be £3,141,101 (rounded to £3.14m) as follows:

- Initial project set up costs £50,000
- SDP Team Staff costs £1,812,036
- Strategic Planning Panel £26,400 plus existing budget for LPA Members
- Additional costs associated with SPP £34,290
- Additional staff within local authority – existing budget
- Evidence base £795,000
- Examination £283,180
- Printing costs £55,000
- Translation costs £55,195
- Cost of adverts - None
- IT Support - £30,000

41. Based on the proportional split of funding recommended in the main report the estimated cost would be shared between the constituent Councils as follows:

Table 2: SDP Costs per Local Authority

Local Authority	% cost based on SPP Member votes	Total cost (£)	Annual cost (£)
Blaenau Gwent	4.35	136,590	27,318
Bridgend	8.70	273,180	54,636
Caerphilly	13.04	409,456	81,891

⁵ The Town and Country Planning (Local Development Plan) (Wales) (Amendment) Regulations 2015

APPENDIX F – SDP Cost Analysis

Cardiff	21.74	682,636	136,527
Merthyr Tydfil	4.35	136,590	27,318
Monmouthshire	13.04	409,456	81,891
Newport	8.70	273,180	54,636
Rhondda Cynon Taf	13.04	409,456	81,891
Torfaen	4.35	136,590	27,318
Vale of Glamorgan	8.70	273,180	54,636
Total	100.01%	3,140,314	628,062

42. In addition, Local Authorities will need to consider the cost of their own LDP work that will vary between Authorities depending on the stage they are at, as indicated below:

- Blaenau Gwent - adopted on 22nd November 2012, Expires 2021; Undertaking plan review.
- Bridgend - adopted 18th September 2013, Expires 2021; Undertaking plan review.
- Caerphilly - adopted 23rd November 2010, Expires 2021.
- Merthyr Tydfil - adopted 25th May 2011, Expires 2021; Undertaking plan review.
- Monmouthshire - adopted 27th February 2014, Expires 2021; Undertaking plan review.
- Rhondda Cynon Taf - adopted 2nd March 2011, Expires 2021.
- Torfaen - adopted 3rd December 2013, Expires 2021; Undertaking plan review.
- Cardiff – adopted 28th January 2016, Expires 2026.
- Newport – adopted 27th January 2015, Expires 2026.
- Vale of Glamorgan – adopted 28th June 2017, Expires 2026.

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APPENDIX 2



monmouthshire
sir fynwy

Equality and Future Generations Evaluation

Page 311

<p>Name of the Officer completing the evaluation Mark Hand</p> <p>Phone no: 07773478579 E-mail: markhand@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>The Planning (Wales) Act 2015 introduced additional tiers of statutory Development Plans. This includes Strategic Development Plans (SDP), an optional tier of Plan intended to provide an effective cross-boundary planning policy framework for matters of regional significance. The Strategic Development Plan would provide a regional spatial framework for the future development and use of land in the Cardiff Capital Region. It would provide an appropriate and effective footprint to deliver strategic, cross-boundary land use planning at the regional scale, supporting the region's economic, transport/connectivity and other aspirations. It would help guide and provide certainty for strategic public and private investment decisions including those made under the City Deal initiative and beyond. It is recommended that Council formally resolves to be part of the South East Wales Strategic Development Plan.</p>
<p>Name of Service area</p> <p>Planning (Planning Policy)</p>	<p>Date</p> <p>10/09/2019</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.

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	Evidence will be gathered to support the SDP. This will consider the demographic profile of the region and the SDP will aim to have a positive impact on people of all ages, supporting specific needs of children and older people.	None.	The SDP could seek to address demographic imbalance within the region.
Disability	The SDP will recognise the need to ensure the provision of a wide-ranging choice of homes including meeting affordable and accessible housing needs as far as possible. Although development site identification will primarily be at a local level, the SDP will identify a housing requirement, including affordable housing, with a regional apportionment.	None.	The SDP will aim to support the well-being of current and future generations that are more inclusive, cohesive, prosperous and vibrant.
Gender reassignment	None.	None.	N/A.
Marriage or civil partnership	None.	None.	N/A.
Pregnancy or maternity	None.	None.	N/A.
Race	None.	None.	N/A.
Religion or Belief	None.	None.	N/A.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sex	None.	None.	None.
Sexual Orientation	None.	None.	N/A.
Welsh Language	.The Welsh Language is a material planning consideration. The SDP will need to consider if any strategic growth proposals affect the integrity and sustainability of any Welsh speaking communities.	None.	<p>The Planning (Wales) Act 2015 provides a statutory basis to the established practice of giving consideration to the impacts of Development Plans on the use of the Welsh language and that sustainability appraisals include specific consideration of such impacts.</p> <p>The Community Involvement Scheme will set out how the Welsh language and bilingual involvement will be undertaken throughout the SDP process.</p>
Poverty	None.	None.	N/A.


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?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive: The SDP would enable full and proper consideration of cross-boundary strategic employment issues and would seek to increase employment/wealth generation opportunities across the South East Wales region.</p> <p>Negative: None.</p>	<p>The SDP will consider larger than local employment growth opportunities and can support delivery of the City Deal objectives and ambitions. It can also support a regional approach to infrastructure provision.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Positive: The SDP would enable a regional spatial planning framework for the region to effectively address cross-boundary planning policy matters of regional significance, including relevant biodiversity matters.</p> <p>Negative: None.</p>	<p>The SDP will need to take into account the Environment (Wales) Act and its associated duties, and emerging Natural Resources policy.</p> <p>The SDP would enable a consistent regional approach to biodiversity considerations, including resilience and adaptation, across the South East Wales region.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: The SDP would enable a regional spatial planning framework for the region to effectively address cross-boundary planning policy matters of regional significance, including physical and mental health and well-being.</p> <p>Negative: None.</p>	<p>Creating healthy communities forms part of delivering sustainable development. The SDP would be subject to a Sustainability Appraisal incorporating a Health Impact Assessment at key stages.</p> <p>The SDP would also enable full consideration of the Well-being of Future Generations Act in a regional spatial planning framework.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: The SDP would enable full and proper consideration of cross-boundary strategic housing and employment issues and would seek to ensure</p>	<p>Providing for employment and housing (both market and affordable) are key to ensuring balanced and sustainable communities. The SDP would identify</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>that well-being goals are consistently met across the South East Wales region.</p> <p>Negative: None.</p>	<p>strategic growth areas for housing and/or employment.</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Positive: The SDP would be prepared having full regard to the social, economic and environmental well-being of the South East Wales region.</p> <p>Negative: None.</p>	<p>Not all Councils within the region have declared a climate emergency, however the SDP will need to fully consider this issue.</p> <p>The SDP preparation process would be subject to SA/SEA which would ensure that social, economic and environmental objectives are fully considered throughout the process.</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>Positive: The SDP would enable a regional spatial planning framework for the region to effectively address cross-boundary planning policy matters of regional significance, including culture, heritage and Welsh language, as well as recreation.</p> <p>Negative: None.</p>	<p>The Planning (Wales) Act 2015 provides a statutory basis to the established practice of giving consideration to the impacts of Development Plans on the use of the Welsh language and that sustainability appraisals include specific consideration of such impacts.</p> <p>SDP preparation would ensure a consistent approach to these important issues across the region.</p> <p>The Community Involvement Scheme provides detail on the Welsh language and Bilingual involvement and how bilingual engagement will be undertaken throughout the SDP process.</p>
<p>A more equal Wales</p>	<p>Positive: The SDP would enable regional spatial planning framework for the region to effectively</p>	<p>The SDP would enable a regional spatial planning framework for South East Wales which would</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?
People can fulfil their potential no matter what their background or circumstances	<p>address cross-boundary planning policy matters of regional significance, including housing (market and affordable) housing delivery and well-being.</p> <p>Negative: None.</p>	enable full and proper consideration of cross-boundary strategic housing and employment issues and would seek to well-being goals are consistently met across the South East Wales region.

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>Balancing short term need with long term and planning for the future</p>	Involvement in the SDP would provide an opportunity to realise MCC aspirations for future growth both in the short term and long term (potential for a new settlement) which would have a positive effect on affordability and assist in rebalancing demography while sustaining rural communities/the County/the region as a whole.	While informal regional work has been undertaken previously, involvement in the SDP would enable Monmouthshire to be involved in a proper spatial planning framework for the region.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Community Involvement Scheme sets out the way in which the local community and other stakeholders will be involved in the preparation of the SDP.</p> <p>Collaboration with local planning authorities in the South East Wales region would be fundamental to involvement in the Strategic Development Plan in order to provide a regional spatial planning framework.</p>	<p>SDP preparation would require extensive partnership working to ensure that full account is taken of the views/issues/objectives of all partners in the region.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The Community Involvement Scheme will set out the way in which the Council proposes to involve the local community and other stakeholders in the preparation of the revised SDP.</p> <p>Collaboration with local planning authorities in the South East Wales region would be fundamental to involvement in the Strategic Development Plan in order to provide a regional spatial planning framework. The SDP will be subject to extensive consultation throughout the plan preparation process.</p>	<p>The SDP would be subject to extensive consultation throughout the plan preparation process to enable those with an interest in the plan to share their views.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The SDP would enable full and proper consideration of cross-boundary strategic planning issues, including housing (market and affordable) and employment delivery, across the South East Wales region.</p>	<p>The proactive involvement of Monmouthshire in the SDP would provide an opportunity to realise MCC aspirations for future growth both in the short term and long term linked to Cardiff Capital Region City Deal, Future Monmouthshire and removal of the Severn Bridge Tolls (potential for a new settlement) which would have a positive effect on affordability and assist in rebalancing demography while sustaining rural communities/the County/region as a whole.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The SDP would be prepared having full regard to the social, economic and environmental well-being of the South East Wales region.</p>	<p>The SDP would be subject to SA/SEA which would ensure that social, economic and environmental objectives are fully considered throughout the process.</p>

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?

Page 318

	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?
Social Justice	None.	None.	N/A.
Safeguarding	None.	None.	N/A.
Corporate Parenting	None.	None.	N/A.

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

The proposal to be part of the SDP is based on several years of regional working and discussions on a SE Wales footprint, with a formalized commitment as part of the City Deal. The proposal is based on the Planning (Wales) Act 2015 which makes provision for SDPs. Detailed regulations would be drafted by WG, in liaison with the region. Further information is provided in the Council report and appendices.

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 -

The SDP will allow for a proper regional approach to matters of strategic importance.

Negative – None. There are no implications, positive or negative, for social justice, corporate parenting or safeguarding. The governance arrangements ensure local accountability and input into the SDP, and Local Planning Authorities will continue to make local decisions via “light touch” LDPs and decisions on planning applications.

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
Each of the ten Councils in the SDP area will be considering an identical Council report by November 2019	<ul style="list-style-type: none"> Council reports by November 2019 	Head of Planning for each of the ten Councils.
If all ten Councils agree, a proposal to commence on an SDP will be formally submitted to the Welsh Government.	2019	Responsible Authority

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
1.0	Council decision to progress with new LDP and be part of SDP	March 2018	<i>Updated to fully reflect SDP proposals</i>
1.1	SDP regional report	September 2019	

MONMOUTHSHIRE COUNTY COUNCIL REPORT

SUBJECT: PLANNING COMMITTEE SEAT ALLOCATION
MEETING: COUNCIL
DATE: 19 September 2019
DIVISION/WARDS AFFECTED: ALL

1. PURPOSE

A decision is required on the allocation of seats across for the Planning Committee to ensure that quorum is achieved and decisions are legal and effective.

2. RECOMMENDATIONS

- 2.1 Council nominates and votes on 2 Councillors to join the Planning Committee to fill the 2 vacant seats. Owing to the need for political balance, no Group may take both seats.

3. KEY ISSUES

- 3.1 Seats on Council Committees are required by law (Section 15 of the Local Government and Housing Act 1989 Local Government (Committees and Political Groups) Regulations 1990 as amended) to represent the overall political balance of the Council. To that end a Representation of Political Groups Report is submitted to Council in the first meeting after the Annual Meeting each year. The last such report was considered and approved by Council on 16 May 2019.

- 3.2 Council approved within that report the following calculation and so allocation of the 16 seats on the Planning Committee:

Group	Seats on Council (a)	Ratio Calculation (b) (a/43)	Planning Calculation (b x 16)	Seats on Planning Committee (rounded)
Conservative	25	0.581	9.302	9
Labour	10	0.232	3.721	4
Independent	5	0.116	1.860	2
Liberal Democrats	3	0.069	1.116	1

- 3.3 Since that vote the Independent Group has been unable to fill their allocation.

4. REASONS

- 4.1 The quorum requirement for Planning Committee is more stringent than other meetings (50%), which places additional pressure on attendance, and declarations of interest can reduce voting Members further on some matters. Recently, a decision had to be postponed as the Committee fell below quorum.

- 4.2 The risk of an inquorate meeting can be reduced through the reallocation of the 2 Independent Group seats. This is permitted by s15 of The Local Government (Committees and Political Groups) Regulations 1990 which places the responsibility of reallocation with the Council.

- 4.3 There remains an overarching requirement to keep the Committee as politically balanced as possible; therefore it is required that Council not allocate both seats to the same Group.

5. RESOURCE IMPLICATIONS

Nil

6. CONSULTEES

Political Group Leaders
SLT
Head of Planning

7. AUTHOR:

Matt Phillips – Head of Law and Monitoring Officer
matthewphillips@monmouthshire.gov.uk

Public Document Pack Agenda Item 13

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held
at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm**

PRESENT: County Councillor S. Woodhouse (Chairman)
County Councillor S.B. Jones (Vice Chairman)

County Councillors: P. Clarke, D. Batrouni, J.Becker,
D. Blakebrough, L.Brown, D. Dovey, A. Easson, R. Edwards,
D. Evans, P.A. Fox, R.J.W. Greenland, R. Harris, J. Higginson,
G. Howard, S. Howarth, R.John, L.Jones, P. Jones, S. Jones,
P. Jordan, M.Lane, P. Murphy, P.Pavia, M. Powell, J.Pratt, R.Roden,
B. Strong, J.Treharne, J.Watkins and A. Webb

OFFICERS IN ATTENDANCE:

Matthew Phillips	Head of Law/ Monitoring Officer
Paul Matthews	Chief Executive
Nicola Perry	Senior Democracy Officer
Frances O'Brien	Chief Officer, Enterprise
Mark Howcroft	Assistant Head of Finance
Cath Saunders	Children and Young People Directorate
Sharon Randall-Smith	Head of Achievement and Attainment

APOLOGIES:

County Councillors A.Davies, L.Dymock, M.Feakins, M.Groucutt, L. Guppy, D. Jones, V. Smith, F. Taylor, T.Thomas, A. Watts and K. Williams

2. Declarations of interest

None.

3. Public Questions

None.

4. Chairman's announcement and receipt of petitions

No petitions were presented.

5. Statement from Cabinet Member for Children and Young People - Investment in 21st Century Schools

Last month saw the official opening of the award winning Monmouth Comprehensive School, an event which perfectly showcased the talents of the school's pupils, but also the benefits of an outstanding, modern, versatile and digitally enabled school. This followed the official opening of Caldicot School last year.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held
at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm**

Today, I want to update Members on developments in the next stage of renewing our school estate, with particular reference to the funding options for Band B of 21st Century Schools.

In December last year, I brought forward a report to establish the small team that would work alongside members and other senior officers to develop Band B.

Our Band B proposal is the redevelopment of King Henry VIII Comprehensive School and Deri View Primary School to provide a new learning campus for children aged three to 19 in Abergavenny. This redevelopment will allow the transfer of Ysgol Gymraeg Y Fenni from its current location to the site of Deri View, enabling it to expand to two-form entry.

The initial decision taken by Cabinet in 2017 concluded that the traditional capital-financing route was the most appropriate – at that stage, there was a 50% funding intervention rate.

The Welsh Government has since changed its intervention rates for both its capital and revenue funding schemes (aka the Mutual Investment Model (MIM)). The Welsh Government intervention rate for traditionally financed schemes changed from 50% to 65%, while the rate for the MIM changed from 75% to 81%, giving us cause to undertake a fresh analysis of the potential advantages of the MIM.

Officers have been working with colleagues from Welsh Government over the past weeks and have determined that the most appropriate approach for Monmouthshire remains the traditional capital-financing route.

It affords the greatest flexibility whilst maintaining a lower overall cost profile for the local authority. Given the challenging budgetary period we face, especially given our position as the lowest funded local authority in the country, this flexibility was too significant a differential for us.

While the MIM would have ensured the new school is well maintained and returned to the authority in good condition at the end of the 25 year agreement, the MIM would have restricted some of the specific design and innovative teaching requirements that we were able to achieve in both Caldicot and Monmouth.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of County Council held
at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm**

My statement today reaffirms the previously agreed political decision and allows us to proceed with speed, accuracy and clarity into Band B.

Our 21st Century Schools Board visited the site on Monday as the work continues to identify the best location for the new school. I am grateful for the involvement of the headteachers and chairs of governors from the three schools, whose expertise when it comes to the visioning of the new school will be critical to the success of this project.

As we begin to develop the full business case for the new school, I will bring a report to full council in September to make permanent the role of 21st Century Schools Programme Manager and secure funding for the project team and feasibility studies including site investigations and ground surveys.

I would also like to announce today a £1million investment in our school estate as a consequence of a capital grant we received from Welsh Government at the very end of the 2018-19 financial year, for which we are grateful.

This investment includes a new classroom at Gilwern Primary School and upgrades to specialist equipment in our Special Needs Resource Bases.

We have decided to invest half a million pounds in Chepstow Comprehensive School to remodel the front pupil entrance including new windows, decorating the schools where required, replacing the ceiling where required and remodelling the reception area, however this will need planning and therefore will not be completed over the summer.

I hope this statement reaffirms our commitment to ensuring the best possible start in life for every young person in Monmouthshire and delivering a 21st century learning environment for every pupil.

6. Audit Committee Annual Report 2018/19

Mr. Phillip White, Chair of Audit Committee presented the Audit Committee Annual Report 2018/19. The report showed how the Committee had fulfilled its role as defined by the terms of reference.

The report was seconded by County Councillor Higginson, and accepted by Council.

7. Statement of Accounts 2018/19

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm

Council were presented with the report in order to volunteer a pilot change in the approval process for Statement of Accounts, recognising earlier publication deadlines are not conducive with existing meeting cycles.

Council was provided with a copy of the draft statement of accounts for the Authority for 2018/19, for member consideration during the audit process.

Members were assured that the change did not conflict with the current constitution.

Upon being put to the vote Council resolved to accept the recommendations:

That the draft Monmouthshire County Council Statement of Accounts for 2018/19, as presented for audit, be reviewed. (Appendix 2).

That for 2018-19 statement of accounts process, the final approval of the audited statement of accounts is delegated to the Audit Committee rather than requiring approval by full Council.

8. Members Questions:

8.1. From County Councillor R. Harris to County Councillor R. John, Cabinet Member for Children and Young People and MonLife

Councillor John provided the following response:

For clarification, there are four main PLASC SEN categories

- Cognition and Learning
- Communication and Interaction Difficulties
- Behaviour, Emotional and Social Difficulties
- Sensory and Physical Difficulties

Each of these categories is broken down into sub-categories, which describes in more detail the child's special educational need. For example, the category Cognition and Learning has eight sub-categories, which includes Specific Learning Difficulties (SpLD) Dyslexia, Moderate Learning Difficulties (MLD) and Profound and Multiple Difficulties (PMLD). I attach for your information a document which includes a description of all the PLASC SEN categories.

The ALN Statutory Team provides regular information on the numbers of children and young people with statements of special educational need across Monmouthshire. This information is analysed by special educational need category, national curriculum year group and gender. There are regular discussions any aspects of the information provided that would be a cause for concern.

Cllr Harris has asked for specific information about primary pupils with ALN in the north of the county. The information below has been taken from the January SEN PLASC and includes data from Cantref, Cross Ash, Deri View, Gilwern, Goytre, Kymin View, Llandogo, Llanfoist, Llantillio Pertholey, Llanvihangel Crucorney, Osbaston, OLSM, Overmonnow, Raglan, Usk and Ysgol Gymraeg Y Fenni.

- Cognition and Learning
- 49 Dyslexia – DYSL
- 3 Dyspraxia – DYSP
- 5 Attention Deficit Hyperactivity Disorder - ADHD
- 193 General Learning Difficulties – GLD
- 75 Moderate Learning Difficulties – MLD

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm

- 11 Severe Learning Difficulties – SLD
- 6 Profound and Multiple Learning Difficulties – PMLD
- Communication and Interaction Difficulties
- 146 Speech, Language and Communication Difficulties - SLCD
- 39 Autistic Spectrum Disorders – ASD This includes Asperger's Syndrome and social communication difficulties.
- Behaviour, Emotional and Social Difficulties
- 108 Behaviour, Emotional and Social Difficulties - BESD
- Sensory and Physical Difficulties
- 50 Hearing Impairment – HI
- 8 Visual Impairment – VI
- 3 Multi-Sensory Impairment – MSI Pupils with MSI will have a combination of visual and hearing difficulties
- 40 Physical and Medical Difficulties – PMED

The Principal Officer for ALN and Statutory ALN Officer have met with all primary schools to discuss their ALN population and have addressed directly with each school any areas of concern. Further work and training is planned in the autumn term which will support schools more effectively meet the needs of their pupils with ALN. This includes the identification of effective, specialist interventions and a training programme for Teaching Assistants. The number of children diagnosed with an Autistic Spectrum Disorder is growing so the ALN and Educational Psychology services have prioritised this as an area where more targeted training and support is required.

From September 2020 the Local Authority will be required to implement the statutory requirements outlined in the ALN and Educational Tribunal Act 2018, which includes a number of changes, including Individual Development Plans (IDPs) instead of a statement of special educational need, will present schools and the local authority with significant challenges going forward.

I wouldn't say these figures represent concerns as such, but they do set out the challenge of meeting the needs of a growing population of school pupils with speech, language and communication difficulties (SLCD) and with Autistic Spectrum Disorder (ASD) and the challenge is based around earlier identification and support.

The data for ALN in the North of the county there is an increase in ASD, speech language and communication and behaviour needs. The last can be the presentation of children frustrated because their needs have not been diagnosed. SLCD may indicate ASD and therefore moving forward there is a need to improve timely assessments and support for these pupils. In many cases assessment is carried out by Health and we are working with these colleagues to improve these process and the time they take.

Inclusion colleagues have recognised the need to support schools with pupils presenting with behaviour and are in the process of developing a package of support.

We have met individually with all schools to discuss individual concerns and have agreed support for the coming year. This approach has been very well received by schools

As a supplementary Councillor Harris asked that should any detailed analysis of the statistics reveal a large variation in individual schools identified ALN needs, would it be appropriate to consider that professional support be distributed on a proportionate basis?

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm

Councillor John responded that there are four special needs resource bases which are particularly specialised. In terms of data and differences between schools, this data can be obtained to provide a further breakdown. He added that he would be happy to discuss this data, and what this means for ALN pupils.

8.2. From County Councillor L. Brown to County Councillor R. John, Cabinet Member for Children and Young People and MonLife

Councillor John provided the following response:

Can I thank Cllr Brown for her questions and for engaging so diligently in the consultation on the future of Mounton House Special School. While it is physically located in her ward, Cllr Brown has followed the discussions surrounding the school's future very closely and has submitted a detailed and thorough response to the consultation.

As you say, we had been due to make a decision on the future of Mounton House Special School at our cabinet meeting on 5th June 2019. At that meeting I explained that as of the end of the formal consultation on 29th April, we had not received responses from a number of key stakeholders, including both neighbouring and placing authorities. I also received a request from the Leader of the Opposition to make a late submission, as he not done so during the consultation period.

The statutory process concerning the proposed closure of a school is one that is set within the Welsh School Organisation Code. We must set out how we propose to proceed within 26 weeks of the closure of the consultation, in this particular case, by 28th October 2019.

I asked officers to change the timetable to ensure that responses from these key partners could be taken into account. As we are in a statutory process, we have not extended the consultation period or initiated another one. I have simply stated that we will accept late submissions from these key partners and these will be able to be considered by officers and Members and will appear in the formal report but will be marked as late receipt.

At the cabinet meeting on 5th June, I explained why we had decided to delay the decision. I explained that I did not feel it would be fair to make a decision during the summer months while staff and pupils are away, so I stated that we would consider the matter at a cabinet meeting in mid-September. This meeting will take place on Wednesday 18th September. This allows time for reports to be published during term time - I envisage this to be on 10th September.

Key consultees are being informed of the new decision date.

I also indicated that if we were to proceed with closure, we would consider a closure date of 31st August 2020, not 31st December, minimising disruption for pupils, particularly those in Year 11.

As a supplementary Councillor Brown asked what the consultation report summary date would be. In response it was envisaged that the report will go into the public domain on 10th September 2019, with a Cabinet date of 18th September 2019.

8.3. From County Councillor L. Brown to County Councillor R. John, Cabinet Member for Children and Young People and MonLife

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm

The report will summarise the responses received to the consultation, but in line with previous consultations, a copy of the full responses received will be made available to Members in the library area.

8.4. From County Councillor J. Watkins to County Councillor J. Pratt, Cabinet Member for Infrastructure and Neighbourhood Services

County Councillor Pratt responded that following a motion at May Council officers were instructed to begin work on developing an action plan which will set out how we aim to reduce the authority's carbon emissions. The Cabinet Member hoped to take this to Strong Communities Select Committee in September and to Council in October to ensure all Members have a chance to debate and endorse the actions that will deliver this policy commitment.

In order to reduce our emissions, we first need to understand what they are currently. Emissions for the whole County have dropped from about 900,000 tonnes per year in 2005 to around 650,000 tonnes per year in 2016. This is consistent with national trends as more renewable energy is generated and the use of coal reduces. At that rate it would take more than 30 years to achieve the sort of change we need.

51% of the emissions are from transport, reflecting the rural nature of the County. 24% from domestic emissions, and 25% from industrial and commercial emissions.

Looking more specifically at our own organisation we emit around 8700 tonnes of carbon a year from static assets such as buildings and street lighting and another 3000 tonnes from vehicles used by officers and Members in the course of their work.

On 19th June officers held a workshop to begin thinking about how we need to respond to the Climate Emergency. They considered work already underway towards reducing emissions such as solar farm, installation of electric vehicle charging points and LED street lighting.

Officers began identifying a wide range of actions looking at transport, energy, waste and procurement, land use and green infrastructure. Consideration was given to what the carbon impact of these different actions would be, estimates of financial costs and timescales.

Four separate workshops have been held to continue the process of prioritising which actions will form part of the action plan, which will then be worked on in more detail.

We hugely value the enthusiasm, energy and expertise of the residents of Monmouthshire who contribute to tackling the Climate Emergency. In line with the Wellbeing of Future Generations Act we plan to collaborate with communities and partners to work together on the action plan. The Community Climate Champions meeting will take place on 31st July 2019 to begin the process.

Policies have been amended in light of the Climate Emergency. A new Issues, Vision and Objectives paper for the LDP has been approved. The Corporate Plan objectives will be subject to a mid-term review and will incorporate more detail on the Climate Emergency.

Sincere thanks were offered to officers for their commitment to the climate change emergency despite other pressures. Council has not taken the matter lightly and assurance was given that commitment and urgency will be sustained in the weeks, months and years ahead.

As a supplementary Councillor Watkins stated that she had always felt proud of Monmouthshire for investing in a solar farm, and asked if the Council is also looking to invest in renewable energy?

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of County Council held at Council Chamber - Council Chamber on Thursday, 18th July, 2019 at 2.00 pm

In response the Cabinet Member explained that 99% of our buildings use renewable energy. She added that we are looking at an additional solar farm, and part of the process due to take place over the summer will include looking at what investments can be made.

9. To confirm the minutes of the meeting held on 20th June 2019

The minutes of the meeting of Council held on 20th June 2019 were confirmed and signed by the Chair.

10. To note next meeting date as Thursday 19th September 2019 at 2pm

Noted.

The meeting ended at 2.40 pm