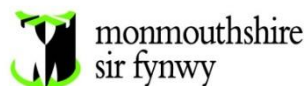


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County Hall
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Tuesday, 22 September 2015

Notice of meeting / Hysbysiad o gyfarfod:

Economy and Development Select Committee

**Wednesday, 30th September, 2015 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

AGENDA

Item No	Item	Pages
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	To confirm and sign the minutes of the previous meeting	
3.1.	21st April 2015	1 - 8
3.2.	4th June 2015	9 - 18
3.3.	14th July 2015 (Strong Communities Select Committee invited)	19 - 22
4.	29th July 2015	23 - 32
5.	Scrutiny of the Cultural Review: Report by Consultants Amion	33 - 34
6.	To exclude the press and public from the meeting during consideration of the following item of business on the grounds that they involve the likely disclosure of exempt information	35 - 36
7.	Presentation on Cultural Service Review by Consultants Amion	
8.	To confirm the date and time of the next meeting <ul style="list-style-type: none">• Special Meeting 4th November (Budget) – 10am• 26th November 10am	

Paul Matthews
Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Jones
S. White
D. Dovey
D. Edwards
D. Evans
B. Hayward
J. Prosser
A. Watts
A. Wintle

Public Information

Access to paper copies of agendas and reports

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Watch this meeting online

This meeting can be viewed online either live or following the meeting by visiting www.monmouthshire.gov.uk or by visiting our Youtube page by searching MonmouthshireCC.

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

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

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

Pobl yn hyderus, galluog ac yn cymryd rhan

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

Ein sir yn ffynnu

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

Ein blaenoriaethau

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

Ein gwerthoedd

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

**Minutes of the Economy and Development Select Committee
held at County Hall, Usk held on
Tuesday 21st April 2015 at 12.30 p.m.**

PRESENT: County Councillor S. Jones (Chair)

County Councillors: D.L. Edwards, A.C. Watts and D. Evans

County Councillor V. Smith attended the meeting by invitation of the Chair.

OFFICERS IN ATTENDANCE:

Mr. P. Davies	-	Head of Commercial & People Development
Ms. C. Fallon	-	Head of Economy and Enterprise
Ms. H. Ilett	-	Scrutiny Manager
Mr. R. Williams	-	Democratic Services Officer

ALSO IN ATTENDANCE

Mr. S. Ellis	-	SKUTRADE
Mrs. G. Ellis	-	SKUTRADE

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors D.L.S Dovey, R.J.C. Hayward, J.L. Prosser, S. White and A.M. Wintle.

2. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

3. MINUTES

The Committee confirmed and signed the minutes of the following meetings of the Children and Young Peoples Select Committee held on:

- i. Ordinary Meeting 20th November 2014.
- ii. Special Meeting 24th February 2015.
- iii. Ordinary Meeting 5th March 2015.

4. PUBLIC OPEN FORUM

There were no members of the public present.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 21st April 2015 at 12.30 p.m.

5. SCRUTINY ITEMS

i) STRATEGIC REVIEW AND RE-PURPOSING OF CMC2

Context:

To consider the business case to re-purpose and re-name the Authority's wholly-owned Community Interest Company (CIC), CMC², and re-position it as a wholly external Enterprise-focussed vehicle. This will involve spinning-out the current internal economic development function – Monmouthshire Business and Enterprise' - into the CIC as a new Economic Growth company, aligning directly with the Council's priority around business growth and job creation.

Key issues:

- Following the CMC2 Board review & the end of Year 3 Business Plan phase, a decision has been taken to re-purpose the CIC to accommodate Monmouthshire Business Enterprise (MBE).
- MBE was entering an exciting phase following approval of the Business Growth & Enterprise Strategy, submission of the Local Development Strategy for the Rural Development Plan and external components of iCounty i.e. Superfast exploitation.
- This presents an opportunity to refresh the CIC to maximise economic growth potential for Monmouthshire.
- The Board review has concluded that the current focus on software development cannot support a sustainable future for the CIC.
- Work to date was small scale and exploratory.
- The opportunity to scale up was limited due to asset lock.
- Teckal constraints do not support commercial endeavours.

Member scrutiny:

- Members questioned the rationale for repurposing of the Company. They were advised that the Company had been refocussing over the previous 12 months. The Reading model was felt to be a good model to follow, but the right mix of employees and Board Members would be required in order to take the company forward. Members heard that a Chief Technology Officer had been brought in to focus on software development and that a report on this would be presented to Cabinet and brought for pre-decision scrutiny in July 2015 **(Action: Peter Davies)**.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 21st April 2015 at 12.30 p.m.

- Members questioned why the company would benefit from being a CIC and were advised that a CIC can access more funding and was felt to be the most suitable and appropriate model. Reference was made to the Wigan Model in which it would be more beneficial to have a stand-alone company rather than being under local authority control. Members were reassured that more frequent reports would be presented to the Economy and Development Select Committee in future regarding the company (**Action: Cath Fallon**).
- Members queried the progress of the Business Growth and Enterprise strategy for the team and were advised that the strategy was approved in November 2014 and was now in place together with a comprehensive programme plan. Members commented that the Authority would need to be clear in terms of the anticipated outputs of the CIC and requested updates from the programme plan be brought to the committee in due course (**Action: Cath Fallon**).
- Members questioned the future focus for the CIC and were advised that the focus would be to support businesses on a daily basis, attract inward investment, and to become involved in digital activities such as Super Connected Cities. Other avenues would be to support and encourage young entrepreneurs and to act as a vehicle to reflect the voice of rural areas within Monmouthshire – an example being the delivery of the Vale of Usk Rural Development Programme (RDP).
- Members recognised that the aspiration is for Monmouthshire to become a digital County by encouraging businesses to settle within the County and questioned whether opportunities for digital exploitation and raising awareness of opportunities within Abergavenny were being pursued. Members heard that the Monmouthshire Business and Enterprise team were still supporting the development of the Abergavenny Business Improvement District which would create further opportunities for other county towns if successful. Members were advised that Y Prentis currently provides construction apprenticeships with approximately 70 current apprenticeships, 20 beneficiaries have been Monmouthshire residents with further opportunities coming on line via the 21st Century Schools Programme.
- Members questioned the business acumen of the CIC's board and suggested a balance of expertise within the Board was required. Members were advised that this could be achieved by bringing together like minded individuals to create a collective insight. The Annual Business Summit which will be held in September 2015 was regarded to be a way of bringing like-minded business individuals together.
- Members queried the future direction for the business, given the progress of the Cardiff Capital Region and were advised that officers have been looking at ways to deliver the core service outlined in the business plan and also ways to generate income by charging for delivery of the service. Members were assured that the CIC would benefit Monmouthshire's businesses and communities.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 21st April 2015 at 12.30 p.m.

- Members questioned the impact of any Local Government Reorganisation (LGR) in the next five to eight years and were advised that if this were to take place, it would be at some point in the future and that at this present time, the re-purposing of CMC² to a CIC was the best option for Monmouthshire. However, it was recognised that the relationship between Monmouthshire County Council and Newport City Council were likely to strengthen in the coming years as collaborative work progresses.

Committee's Conclusion:

The Chair summed up the Select Committee's stance as follows:

- Agreement that given the discussion at the meeting, the repurposing of CMC² to a CIC was felt to be a logical and productive move in order to progress the company.
- Agreement that the report author provide the Committee with the Company's strategy and programme plan together with the report on software development as suggested in the recommendations.
- The Committee agreed in principle to accept the recommendations of the report, as follows:
 1. To consider this report and appended business case requesting the approval of the 'spin out' of the economic development team into the Council's CIC, re-establishing, re-purposing and re-branding it as an economic growth company and delivery vehicle for business and community enterprise development (Monmouthshire Business Enterprise) to maximise local community benefit.
 2. To agree that a composite report and business case be subsequently brought to the committee around the Authority's future approach to software and systems development, that includes consideration of the existing software development team within the CIC.
 3. For Select Committee to endorse this report, for further consideration and approval by Cabinet.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 21st April 2015 at 12.30 p.m.

ii) SUPPORTING THE COMPETITIVENESS OF MONMOUTHSHIRE BUSINESSES

Context:

Members considered a report regarding assistance for Monmouthshire businesses to improve their competitiveness, online trade and export potential through access to an innovative real-time cloud-based software solution.

Key issues:

The Select Committee received a presentation by the Head of Commercial & People Development and from the representatives of SKUTRADE Limited.

The proposal presented to the Select Committee was considered to be unique in many ways, in that it had clear alignment with the Authority's commitment to business growth and ICT exploitation. It provides business support to SKUTRADE Limited to provide them the opportunity to maximise their own growth potential as well as providing specific business support to up to 500 Monmouthshire businesses that subscribe. SKUTRADE Limited advised they could help Monmouthshire businesses grow by highlighting new opportunities and the best routes to market products in any country.

Member Scrutiny:

- Members questioned how the product could benefit a retailer in Monmouthshire. SKUTRADE Limited advised that they could inform a retailer how to market its product by identifying where the retailer needed to be in order to be competitive in a quick and easy format.
- Members queried the potential rate for a Monmouthshire business and were informed that Monmouthshire businesses that sign up will receive the service at a reduced rate for the first two years in the sum of £10 per month rather than £33 per month and that many businesses across the County could benefit from this service.
- Members questioned the ease of use of the system and how 'up to date' the data could be at any given time. They heard that the system is easy to use with data being regularly kept up to date.
- Members requested clarification and an assurance that the Council's contribution of £50,000 pre-revenue funding to SKUTRADE Limited would be utilised solely to facilitate the level of support proposed to Monmouthshire businesses and were reassured that this was the proposal and that an advantageous rate was being offered to Monmouthshire on this basis.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 21st April 2015 at 12.30 p.m.

Committee's Conclusion:

The Chair summed up the Committee's stance as follows:

The Committee felt that this was a very exciting project and that SKUTRADE Ltd could assist local businesses in marketing their products and developing emerging markets. Members were highly optimistic that the project could generate real benefits for local businesses, however they sought an assurance that Monmouthshire would be offered an advantageous deal given the Council's financial commitment.

The Select Committee agreed to support the reports' recommendations as follows:

1. To approve a funding mechanism that would allow Monmouthshire businesses discounted access to an innovative software solution that supports growth in sales and profitability, together with dedicated support, training and advice.
2. Upon successful conclusion of all due diligence, legal and procurement matters that delegated authority is given to the Chief Officer, Enterprise and Head of Finance (S151 Officer) in conjunction with the Cabinet Member for Enterprise and the Cabinet Member for Resources to sign the Memorandum of Agreement and associated contract, and advance pre-revenue funding of £50,000 to SKUTRADE Limited.
3. That the £50,000 funding is secured from the Invest to Redesign Reserve, with funding being recouped back to the Authority over a five-year period through commissions generated from businesses subscribing to the platform.

6. WORK PROGRAMMING

i) SELECT COMMITTEE WORK PROGRAMME FOR 2015-2016

Meeting 4th June 2015

- Invite the Head of Planning to discuss issues following the Tourism Workshop.
- Nominate a representative from the Select Committee to sit on the Section 106 Working Group.

Meeting 23rd July 2015

- Section 106 Funding.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Economy and Development Select Committee
held at County Hall, Usk held on
Tuesday 21st April 2015 at 12.30 p.m.**

ii) CABINET FORWARD WORK PLANNER

Members noted the Council and Cabinet Forward work planner. In doing so, we resolved that the Solar Farm Business Case, scheduled to be received by Full Council on 25th June 2015, should be presented for scrutiny to the Economy and Development Select Committee at the next meeting on 4th June 2015.

7. DATE AND TIME OF NEXT MEETING

Members noted the next Economy and Development Select Committee Meeting would be held on Thursday 4th June 2015 at 10.00am.

The meeting ended at 3.05 pm.

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**Minutes of the Economy and Development Select Committee
held at County Hall, Usk held on
Tuesday 4th June 2015 at 10.00 a.m.**

PRESENT: County Councillor S. Jones (Chair)

County Councillors: D. Dovey, D. Evans, R. Hayward, J. Prosser, S. White, and A. Wintle

County Councillor R.J.W. Greenland.

OFFICERS IN ATTENDANCE:

Mrs. N. Edwards	-	Strategic Food and Tourism Manager
Mr. M. Hand	-	Head of Planning
Mr. M. Howcroft	-	Assistant Head of Finance
Mrs. K. Beirne	-	Chief Officer, Enterprise
Ms. H. Ilett	-	Scrutiny Manager
Mrs. N. Perry	-	Democratic Services Officer

1. ELECTION OF CHAIRMAN

We noted the appointment of County Councillor S. Jones as Chairman.

2. APPOINTMENT OF VICE CHAIRMAN

We appointed County Councillor S. White as Vice-Chairman.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors D.L Edwards.

4. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

5. MINUTES

The Committee confirmed and signed the minutes of the following meetings of the Children and Young Peoples Select Committee held on:

- i. Special Meeting 30th March 2015.
- ii. Ordinary Meeting 21st April 2015.

The Committee commended Democratic Services on the new minute template which clearly summarises the committee's stance on each issue scrutinised.

6. ACTION LIST

The Committee noted the Action List.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

7. PUBLIC OPEN FORUM

There were no members of the public present.

8. REVENUE AND CAPITAL BUDGET MONITORING

Context:

Members received the report in order to receive information on the outturn position of the Authority for the 2014/15 financial year. The position was regarded as draft prior to external audit of Statement of Accounts.

The report also sought to provide summary information about the Council's reserve position as a consequence of year end movements and implications.

We were informed that Cabinet had approved the report the previous day.

Recommendations:

The Committee were required to consider the following recommendations:

- That Members consider the information contained within this report noting that the figures may be subject to adjustment through the external audit process.
- That Members consider the position concerning revenue monitoring outturn resulting in the favourable replenishment of Council Fund reserves by £31,000 compared to the budgeted draw of £296,000.
- That Members agree to the review of earmarked reserves resulting in the following adjustments:

Single status and Equal pay reserve - £1.052 million, redistributed to the following reserves:

- I. Fixed Assets disposal reserve - £257k
- II. Pension and Redundancy reserve - £600k
- III. Schools library reserve - £195k to extinguish a deficit balance

- That Members approve the redundancy payments identified in paragraph 3.1.6 included within the outturn figures
- Members consider the position concerning school balances and the implications on 2015-16 school budgets.
- Members note the progress concerning the delivery of the saving mandates in 2014/15 and seek further reports to identify alternate savings and virements proposed by Directors to replace original proposals to ensure further pressure on the 2015/16 budget is reduced.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

- That Members consider the position concerning outturn capital monitoring resulting in an overall underspend
- That Members approve the slippage schedule as identified in Appendix 2, building upon the recommendation at month 9 to review these at outturn.
- That Members approve the planned capital financing position as reported in para 3.7.
- That Members approve the use of the capital outturn underspend to fund the capital priorities identified in 3.5.6 and therefore obviate the need for 2015/16 capital budgets to be top sliced.

Member scrutiny:

- Members commended Officers on the clear, well presented report. A Member requested that where meetings include finance reports, a paper copy be provided in the Members' area. It was agreed that this would be raised with Democratic Services. **Action: H. Ilett**
- Members questioned the process of taking one earmarked reserve and splitting into 3 earmarked reserves. It was queried if the initial reserve should be wound up and put into a general reserve, where it could then be split into earmarked reserves. The Assistant Head of Finance explained that the effect would be the same. Pressures were recognised and it was considered entirely prudent to move the reserves under the circumstances. Concerns were raised that the relevant Select Committees should scrutinise the earmarked reserves. Members were advised that all Select Committees saw the same report that is taken to Cabinet.
- Members queried the significant savings within the directorate outlined in the report, which also details costs against the savings. It was thought that when the savings were forecast there should have been an indication of the costs that would be included. It was therefore felt that the report could be misleading. In response the Officer explained that the expectation was that, unless a specific use of reserve was sought by Cabinet, throughout the year the service would make compensatory savings to mitigate the effect on reserves by the end of the year.
- Members queried why the Committee were being asked to approve £432,000 redundancy costs. It was explained that Cabinet had approved the funding, and that redundancy costs associated with mandates were not a net figure but a gross saving.
- In order to clarify the Chief Officer for Enterprise explained that in terms of redundancy costs the figure relating to Enterprise was £59,000. As a directorate the emphasis was on income generation, where the majority of

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

savings were able to be made. It was recognised that over £1.3 million worth of benefit had been derived by Enterprise over the past 12 months, which was 27% of the required figure across the whole Authority, and 97% of the target figure. It was noted that Tourism and Leisure, Estates, Housing and IT were significant areas of income generation.

- It was noted that the recommendations set out in the report were not relevant to the Economy and Development Select Committee, as these were actually the recommendations that had been approved by Cabinet. Members were therefore required to review the monitoring process of the ongoing finances in the report.
- Members queried the redundancy costs relating to Children and Young People. A breakdown of the redundancy figures by age was requested. **Action: M Howcroft.**
- The Assistant Head of Finance explained that the situation with school redundancies differed to the rest of the council. Any extra costs over the £300,000 budget would be the responsibility of the school, and therefore had no effect on reserves.
- Members raised concern regarding the increasing issues surrounding the leisure budgets. The Chief Officer explained that there was an ongoing review and engagement sessions had been undertaken in the locality. The area of tourism included attractions and therefore incorporated a wider budget. With regards to Caldicot Castle and Country Park sustained efforts had been made over 12 to 18 months to breathe new life into the area. There was continued increase in income and profit for Caldicot Castle but high targets were difficult to achieve. Findings from a Cultural Services Review would be reported back to Economy and Development Select Committee. **Action: I Saunders.**
- Members raised concerns regarding the amount of slippage in the capital programme. It was noted that the report made it clear that officers and Cabinet Members were concerned about the amount of slippage, however, the Committee further questioned the causes of slippage. Clarity was sought to whether it may be caused by difficulties in the planning processes, or contractors not performing as expected. Members were informed by the Assistant Head of Finance as each project is different, one reason could not be specified. It was recognised that the Authority often commenced projects in the autumn, which could mean they suffer weather implications. Members were advised that there could also be capacity issues. It was intended to change the culture of slippage and it was considered the position of slippage had improved from last year, and would be expected to improve going forward. In response, a Member questioned the slippages relating to 21st Century Schools and felt it was important to understand the reasons involved. The Committee was informed that in terms of 21st Century Schools there had been delays due to a multitude of reasons beyond our control. The Chief Officer confirmed that there were no planning issues to be made aware of. As well as external factors

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

beyond our control, there were internal factors that could be managed in terms of acting as a client and a contractor. There may be issues in terms of property services regarding capacity and expertise. A business review of property services was due to be undertaken. The Head of Planning explained that should further information be required an update could be brought to Committee at a future meeting.

Committee's Conclusion:

Chair's Summary:

The Chair reminded the Committee that the report was for review purposes. The committee acknowledged that the following items had been addressed accordingly:

- Process of earmarking reserves
- Paper copies of the agenda to be reviewed by Democratic Services Committee
- Agenda to specifically reflect the scrutiny role and report to be clear in the recommendations for Select Committees.
- Breakdown of redundancy costs by age to be provided to Committee
- The Cultural Review be brought to a future meeting of the Economy and Development Select Committee for pre-decision scrutiny.
- Issues surrounding project slippages, particularly in relation to 21st Century Schools.

9. PLANNING AND DEVELOPMENT TOURISM DISCUSSION

Context:

Members received a presentation and background report in order to enable a discussion on the issues surrounding planning and development challenges. The Committee were asked to help with the issues surrounding the challenges. Recommendations from the work undertaken through Hotel Solutions were thought to include valid points to be looked into in further detail. The Committee received a presentation which was linked to the Welsh Partnership for Growth and Strategy for Wales, which detailed some of the problems and issues.

Member Scrutiny:

- It was agreed that the presentation contained useful information. Members questioned if there were qualitative feedback from events, for example, detail on our ability to house visitors during the cycling events. Members were

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

informed that information from the Tourist Information Centres suggested that we struggle to meet demand and often need to refer visitors to accommodation outside the county.

- Members asked if there was a statistical comparative. Officers explained that the Council receives headline results from all Wales authorities. The information had not yet been received but would be communicated to Committee Members in due course.
- Members acknowledged that tourism is a key driver of the Monmouthshire economy and that there is a need for an increase in tourism and jobs, as opposed to placing preventative barriers in place. It was questioned what these barriers were, and reasons for them. Officers explained that in terms of glamping, the removal of the units adhered to planning conditions. This not only had an impact on the ability to provide bed spaces but also on the business to remain financially viable. The Head of Planning explained that the planning conditions complied with the Local Development Plan (LDP) policies, but that the policies could be reviewed at any time. There was no specific policy in place for glamping, as it is a relatively new area of tourism. It was requested that a list of the relevant LDP policies and the provisions for tourism development be brought to a future meeting. **(Action: M. Hand)**.
- The Chief Officer for Enterprise suggested that Members consider holding training sessions in relation to the planning issues. In terms of the barriers being faced it was acknowledged that there was a lack of serviced accommodation to keep visitors in Monmouthshire. It was noted that the approval of the Convention Centre being built at the Celtic Manor Resort would have a significant impact on Monmouthshire, and we should ensure that we are equipped and ready to respond to the increase in demand.
- There was suggestion that Monmouthshire lacked the one big attractor, and we need to consider what could be the unique offer to attract visitors.
- Members recognised that increasing tourism was a difficult area. It was felt that the Wye Valley brand should encourage tourism, but the hotel area should be developed. It was noted that Newport had many hotels in main road areas, and this could be an area of consideration for Monmouthshire. It was suggested that the LDP should allocate an area on the A449 for development of a hotel complex. The Head of Planning explained that the next LDP was due in 2021, but in the meantime there would be a 4 yearly review of the plan at which point the plan could be reviewed in part or whole. We could voluntarily amend the plan on a shorter timescale.
- A suggestion was made that the Authority could look into creating commercial developments as a source of income generation.
- Members raised concerns regarding a lack of signposting for accommodation. It was explained that there was a policy for tourism signage, and it was up to

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

businesses to apply for signage, and provided requests were for signage on sites managed by the Authority, it could be decided in house. There could be high costs involved. Members heard that the Monmouthshire website provided information for visitors requiring directions for accommodation.

- Members queried if coach operators had been contacted in terms of arranging tours of the Wye Valley and Chepstow areas. It was suggested that Chepstow Coastal Trail could be considered a big attraction. It was also suggested to contact the rail group to discuss advertising and discounted fares.
- The Cabinet Member confirmed that businesses would open hotels in the area if there were commercial opportunities, such as the opening of the Convention Centre which could provide a huge opportunity. Members heard that a piece of land had been reserved at the Portal Road development site specifically for coach parking. It was noted that 174 hotels in the UK were run by Local Authorities, and that we had the expertise to create these opportunities through partnership-working.
- A Member referred to camping sites in Monmouth, which were well occupied and it was questioned why the sites could not remain open all year. It was requested that the issue was looked into further. The Chief Officer agreed and confirmed that it would be explored as to how our own land holdings could be used for camping. **Action: M. Hand.**
- Members felt it would be beneficial to readdress the issues detailed at the end of the presentation. We heard that identified issues with existing planning policies were:
 - No specific permissive hotel policy or SPG which articulates what the council would like to see and where.
 - No hotel retention policy.
 - Holiday parks, i.e. static caravans, not covered.
 - Holiday lodge parks not covered.
 - Luxury camping not specifically mentioned.
 - Camping pods or wooden tents not covered.
 - Warden accommodation not permitted.
 - No reference to provision of amenities.
 - PGL style residential activity centre not covered.
 - Small number of lodges associated with activities not covered if built off site.
 - Seasonal occupancy conditions can restrict commercial viability and the ability of owners to extend the season.
- It was agreed that the officers in Tourism and Planning would work closely on addressing the above issues. The Head of Planning confirmed that the existing policies would be compared against the summary list prior to providing an update to Committee. **Action: M. Hand.** Members suggested that the item be

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

brought to Committee in September and requested that the update provides details on the progress made regarding the aforementioned issues.

- A Member questioned if Planning Department held discussions with National Resources Wales (NRW).
- The Strategic Food and Tourism Manager reassured Members that officers were working closely with coach tour operators and group travel organisers.
- A Member suggested that we should have an emphasis on advertising the attractions in the Hub towns and the benefits of visiting the attractions, to encourage visitors to stay for a weekend.
- A Member noted that there was an issue with coach parking in the Abergavenny area.
- Members questioned the advertising for coach operators. The Committee were informed that a publication was produced to target coach tour operators and travel agents. There was also specific website for South East Wales whose target was also the tour operators. A series of one to one meetings had been held with 30 travel agents and tour operators in Caerphilly Castle in March 2015, all of whom were very impressed with Monmouthshire.

Committee's Conclusion:

Chair's Summary:

- The Committee had discussed the quality of feedback and the fact that visitors were staying outside the county when visiting for events. The Committee were keen to see comparative data as an email update. **Action: N Edwards.**
- To increase tourism numbers, the barriers discussed at the meeting should be addressed in turn.
- The Cabinet Member had spoken about commercial opportunities and how they could be promoted. Members acknowledged there may be opportunities to allocate land in the LDP for hotel development.
- Tourism signage is an issue which could be addressed through the Councils' own signage policy.
- Members were encouraged to hear that we were proactive in promoting Monmouthshire as a destination to coach and tour operators.
- There is a need to address the issue of camping sites not being available all year round, and how sites could be improved to appeal to visitors off-peak.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Economy and Development Select Committee held at County Hall, Usk held on Tuesday 4th June 2015 at 10.00 a.m.

- There is a need to further promote Monmouthshire as a destination.

Actions Agreed:

- A review of the Local Development Plan and the provisions for tourism development to be brought to a Special Meeting.
- A report on an Investment Property Portfolio to be brought to the July meeting.
- A brief report summarising the existing policies that link to the barriers preventing tourism development.
- That officers commence undertaking action to address the barriers to tourism development discussed at today's meeting.

10. WORK PROGRAMMING

i) **SELECT COMMITTEE WORK PROGRAMME FOR 2015-2016**

Meeting 23rd July 2015

- Primary Shopping Frontages ~ Review of Supplementary Planning Guidance
- S106 Performance update
- Investment Property Portfolio ~ Pre-decision scrutiny
- Improvement Plan and Outcome Agreements

Special Meeting 29th July 2015

- Events Strategy ~ Pre-decision scrutiny
- Return on investment of cycling ~ Performance Update

Meeting 3rd September 2015

- Cultural Services Review ~ Pre-decision scrutiny
- Tourism and planning ~ Policy review
- Chief Officer Annual Performance Report

Meeting 15th October 2015

- Community Infrastructure Levy ~ Performance update

Members agreed to appoint County Councillor D. Evans to the Section 106 working group.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Economy and Development Select Committee
held at County Hall, Usk held on
Tuesday 4th June 2015 at 10.00 a.m.**

11. DATE AND TIME OF NEXT MEETING

Members noted the next Economy and Development Select Committee Meeting would be held on Thursday 23rd July 2015 at 10.00am.

The meeting ended at 12.10pm.

MONMOUTHSHIRE COUNTY COUNCIL

Special Economy and Development Select Committee
held at County Hall, Usk on Tuesday 14th July 2015 at 2.00 p.m.

PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D. Dovey, A. Easson, R.M. Edwards, S.G.M. Howarth, P. Jones, R.P. Jordan, V.E. Smith, S. White and A.M. Wintle.

Members of Strong Communities Select Committee:

County Councillors A. Easson, S. Howarth, V. Smith and A. Webb.

Also in attendance County Councillors R. Harris, R. Greenland and P. Murphy.

OFFICERS IN ATTENDANCE:

Mrs J. Robson	-	Head of Finance
Mrs K. Beirne	-	Chief Officer, Enterprise
Mrs D. Hill-Howells	-	Head of Community Led Development
Mr B. Winstanley	-	Estates Manager
Mr I. Hoccum	-	Energy Manager
Miss H. Ilett	-	Scrutiny Manager
Mrs. S. King	-	Senior Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillors R. Hayward, P. Jordan and K. Williams.

2. DECLARATIONS OF INTEREST

The following declarations of interest were received:

County Councillors P. Murphy, A. Webb and S. White declared personal non-prejudicial interests pursuant to the members' code of conduct, as members of County Farms.

County Councillors D. Dovey, D. Edwards, D. Evans, R. Harris and A. Wintle declared personal non-prejudicial interests pursuant to the members' code of conduct, as members of the Planning Committee.

3. EXCLUSION OF PRESS AND PUBLIC

We resolved to exclude the press and public during consideration of the following item of business in accordance with Section 100A of the Local Government Act 1972 on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of schedule 12A Local Government Act 1972.

Minutes of the Special Meeting of the Economy and Development Select Committee dated 14th July 2015 - continued

4. PRE-DECISION SCRUTINY - SOLAR FARMS BUSINESS CASE

We were presented with a report which had been produced following the Sustainability budget mandate being agreed at Council. The report identified the potential income generated from construction of a solar farm, various sites had been considered and one had been identified as favourable.

Members scrutinised the report, issues discussed related to the following:

- Viability and costs of the project
- Added value of the project
- Potential income that could be generated for the authority
- Contingency, insurance, maintenance and degradation allowances
- Planning and development considerations
- Project management and expert guidance
- Similar and comparable models
- Prudential borrowing and budget pressures
- Project schedules and timescales
- Technological changes
- Effect on other Monmouthshire County Council policies

Committee's Conclusion:

Chair's Summing Up:

The Strong Communities and Economy and Development Select Committees scrutinised the business case at a special meeting held today (14th July). The Committees agreed that the following should be presented to Cabinet tomorrow and included in the final cover report to full Council as the conclusions of the committees.

The Committees have discussed the report and request that proper consideration be given to the mitigation of the following risks:

- **The project yield / return on investment and the security of tariffs**
- **The risk of future local government reorganisation**
- **The viability of the scheme given that projections are estimates**
- **Project delays / timescale – questioned whether 6 months is realistic**
- **Unforeseen additional costs (security, equipment maintenance/replacement, legal costs, appeals, project management costs, consultancy) ~ the Committees argue there is a need for a financial contingency plan**
- **The pace of technological advance over a 25 year period**

The Committees consider the following also require further consideration:

Minutes of the Special Meeting of the Economy and Development Select Committee dated 14th July 2015 - continued

- **The sum of £5K for community benefit is relatively low and it is unclear at the moment where and how the money would be spent**
- **The need to assess the cost/benefit analysis of similar proposals undertaken by other Local Authorities and to consider how risks have been mitigated by those authorities**
- **How this proposal aligns to other Monmouthshire policies and priorities ~ the need to balance such proposals with promoting tourism, countryside conservation and the priorities of the Local Development Plan**
- **Reputational concerns / moral considerations of the proposal**

In summing up, the Chair emphasised that the above was relayed to Cabinet on 15th July 2015 and the report be amended to reflect conclusions prior to being presented at Council on 30th July 2015.

Report Recommendation:

The committee resolved to agree recommendations within the report.

The meeting ended at 3.35pm.

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**Minutes of the Special Meeting of Economy and Development Select Committee
held at County Hall, Usk held on
Wednesday 29th July 2015 at 10.00 a.m.**

PRESENT: County Councillor S. Jones (Chair)

County Councillors: D. Dovey, D. Evans, R., J. Prosser, S. White, and
A. Wintle

ALSO IN ATTENDANCE:

County Councillors R.J.W. Greenland and V Smith

OFFICERS IN ATTENDANCE:

N. Edwards	-	Strategic Food and Tourism Manager
I. Saunders	-	Head of Tourism, Leisure and Culture
D. Davies	-	Enterprise Co-ordinator
R. Jones	-	Policy and Performance Officer
M. Bartlett	-	Finance Manager
H. Ilett	-	Scrutiny Manager
N. Perry	-	Democratic Services Officer
P. Harris	-	Democratic Services Officer

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor D.L Edwards.

2. DECLARATIONS OF INTEREST

There were no declarations of interests made by Members.

3. PERFORMANCE REPORT: 2014/15 IMPROVEMENT OBJECTIVE AND OUTCOME AGREEMENT

Context:

Members scrutinised a report from the Policy and Performance Officer in order to receive end of year data for the Improvement Objective and Outcome Agreement objectives under the remit of Economy and Development Select Committee.

Key Issues:

Improvement Objectives were set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them were particularly focussed for the year ahead.

The Outcome Agreement is an agreement with the Welsh Government for a three year period, where the council needs to deliver on performance activity and associated targets that contribute to the Wales Programme for Government. The current agreement covers the period from 2013-2016. The Council would be awarded funding each year from the Welsh Government based on the performance achieved.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

Member Scrutiny:

The committee were informed that future outcome agreements were negotiated, at regular meetings held, with Welsh Government. The committee requested that the Corporate Champion could be identified, we confirmed that this information would be provided to members **(ACTION: R.J.)**

Members raised concerns that there had been a lack of information regarding the Whole Place approach for Lower Wye and Central Monmouthshire areas. In response the officer explained that Whole Place had been established in the Bryn Y Cwm and Severnside areas, a framework was in place in for future rollout across the other areas. Members expressed their disappointment that the Chief Officer was not in attendance.

In order to clarify concerns raised regarding the vote against the Business Improvement District proceeding in Abergavenny and whether new targets to maintain viability of business in Abergavenny were in place. Members were informed that the report provided correct information for the 2014/15 plan and a new plan had been set for 2015/17, where future activity would be reflected as appropriate.

Further information was requested regarding Section 106 funds that had been allocated to Caldicot Town Team. The Cabinet Member explained there was a need to engage people who would help deliver services, but also a need to ensure the correct governance in place. **(ACTION M.H.)**

In response to a Member's question we heard that the high percentage of approved planning applications was deemed positive as it highlighted the impact of the pre-application process.

We agreed that an item be referred to the next Democratic Services committee meeting, *'With regards to people who felt they influenced decisions affecting local areas, performance indicators from the National Survey for Wales had decreased to 21%, ranking Monmouthshire County Council as 9th amongst local authorities. Services needed to understand where improvements should be made'*. **(ACTION N.P.)**

A Member requested clarification on the number of new jobs created where assistance had been provided by Monmouthshire Business and Enterprise and Partners. It was queried if the figure reflected the number of job losses. The Cabinet Member explained that collecting data from small business could prove difficult and was therefore challenging to provide an accurate forecast.

A member requested that, in future, information regarding new businesses encouraged into Monmouthshire should be made available. The Officer commented that these figures were available in Annex A of the Officer's report.

Report Recommendations:

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

That members scrutinise the performance achieved and impact made to access progress and performance against the objectives.

That members identify and explore any areas of underperformance or concerns, and to seek assurance from those responsible for future activity where they conclude that performance needs to improve.

That members confirm the evaluation scores based on the evidence provided.

That members scrutinise the targets and any revisions for the Key Performance Indicators that fall within the remit of the Select Committee.

Committee's Conclusion:

Chair's Summary:

The committee acknowledged that the following items had been addressed accordingly:

- Implementation of Whole Place throughout the County.
- To receive up to date information regarding Business Improvement District.
- Benefits coming forward from Caldicot Town Team.
- Performance Indicators relating to local residents influencing decisions to be addressed at Democratic Services Committee.
- Clarification of net figure of job creation figures.
- Encouragement of new businesses into the area, and to look at Monmouthshire enterprise strategy in further detail.

The Committee resolved to note the report.

4. MONMOUTHSHIRE EVENT STRATEGY

Context:

Members received a report from the Enterprise Co-ordinator providing further information on Monmouthshire's Event strategy and to request approval for temporary reserve funding of £100,000 to compensate for upfront costs associated with securing and facilitating events. The budget would support the delivery of major events in the County with a view to increasing income generating opportunities.

Key Issues:

The strategy demonstrated the Council's recognition of the significant role that major events can play, not only in generating income for the County but in also generating

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

greater impact, when working with communities to help facilitate and improve the coordination of localised events.

The need for an events framework had been recognised and would put in place the internal mechanisms required to enable the team to be efficient and effective.

The Monmouthshire events team recognised that in order to secure big name artists/events that would generate high return, a working capital reserve budget of £100,000 was required which would be called upon to provide up front funding to ensure that team can act quickly to avoid lost opportunities.

Member Scrutiny:

Clarification was required in relation to the volunteer timesheets and payments. It was explained that for each task allocated to a volunteer, an hourly rate would be allocated in order to determine the value of volunteers.

Concerns were raised regarding a cycling event taking place on the 9th August 2015. A local member stressed that the event had not been appropriately publicised to residents and there were significant issues for people who needed healthcare assistance on the day. In response, officers explained that priority was given to residents directly impacted by road closures, communication strategy was in place which included, leaflets being distributed, highway signs and information publicised through social media, a dedicated number had been circulated to all members so that the events team could be contacted.

Further clarification was requested regarding an information request, following profits of an event held in 2014 and confirmation of how much would be donated to a specific charity. We were informed that the officer would provide a direct response to the query.

The events officers had a cost centre code in place and all future spends would be allocated to the account. We resolved that figures for events were reported back to the committee twice a year. **(ACTION D.D.)**

The committee requested explanation regarding projected figures in the Typical Finance Model and in response, we were advised that these figures were based on a model and each event would be considered on its own budget requirements.

A member praised the events team for all their efforts and understood the need for the £100,000.00 fund as this would allow them to make deals quickly, securing events.

The Head of Tourism, Leisure and Culture confirmed that a new Events strategy would be put in place, going forward to 2020, to build on what had previously been achieved. Return on investment was highlighted as a priority for the team, alongside events being supported by Council, which was key. It was anticipated that temporary staff would be retained, in order to maximise limited resources available to the team.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

Committee's Conclusion:

Chair's Summary:

The committee acknowledged that the following items had been addressed accordingly:

- The clarification that the £15 p.h. mentioned in regard to volunteers was the return in value to us.
- That attention to detail with events was crucial with events to inspire confidence.
- Need for strong communication with local community – do we have sufficient resources?
- Financial feedback – where is that being reported back to, reassured that a cost code specific to events team had now been set up.
- Importance of bring the public with you, but highlighted the importance of figures.
- The cost of events, figures looked understated. The potential of an overarching Events Committee.
- To ensure Monmouth was included in any future events hosting.
- Support for the Events team and the £100,000.00 fund.

Actions Agreed:

- Members accepted recommendations as a whole and were unanimous in their support.

5. PERFORMANCE REPORT: RETURN OF INVESTMENT OF CYCLING EVENTS

Context:

Members scrutinised a report from the Strategic Food and Tourism Manager summarising the wide ranging benefits of delivering the 2014 National Road Cycling Championship (NRCCs) and the 2014 Friends of Life Tour of Britain (ToB) focusing on the economic and social benefits of these events under the remit of Economy and Development Select Committee.

Key Issues:

The events provided an opportunity to celebrate success and gather information regarding the cycling events in partnership with British Cycling, Welsh Cycling and the

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

Tour of Britain. The events brought together collective skills and resources of a variety of services, departments, other organisations, partners and the community and the collective effort of this activity should be recorded

The cycling events gave many opportunities for marketing, business and tourism and the impact at the time of the events was considerable in terms of spectators, volunteers and community engagement. Some key drivers were that they encourage growth and economic opportunities in tourism, business and enterprise and are an important tool in building resilience and community spirit and also showcased the beautiful countryside.

Measuring economic effects of tourism activity is extremely complex these are only estimates and care should be taken in making direct comparisons between the two different economic impact figures.

The two sets of results were based on surveys undertaken by different companies at a different scale and cost, and were based on different methodologies with different sets of assumptions. The survey for the NRCC was undertaken on a much smaller scale and lower cost with just 213 visitors completing the face to face cycling visitor survey over the four days of the National Cycling Championships, whilst the Frontline study for the ToB was based on a much larger sample (2,461) of spectators completing a web-based survey

Member Scrutiny:

Following a query regarding which areas of the County were surveyed, the officer advised that many lessons had been learnt through the exercise and that a representational sample from the whole route was required, if face to face surveys had taken place.

We commended the events, but recognised that food and drink was a main attraction for the county. Members highlighted the importance of maximising on this asset and generating increased benefit for businesses within the community (e.g. local business stalls at events). In response, the officer advised that the team was working with local businesses and work was being done in this area. We were informed that food and drink was the largest expenditure for day visitors, however, in order for increased tourism to be generated and for bigger return on investment there was a need to encourage people to stay overnight.

The committee were encouraged to hear that local businesses welcomed the opportunity of advertising during events, which were often televised and repeated.

We requested that attractions in Monmouth was added to the information presented.

A member raised a query regarding comparable data for cycling events, we were informed that data was available from areas impacted by the recent 'Tour of Britain' and a national road race in Lincoln.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

Committee's Conclusion:

Chair's Summary:

The committee acknowledged that the following items had been addressed accordingly:

- The need for a more representational sample to be taken; including Usk and Monmouth.
- Need to take advantage of the presence of visitors in towns.
- Repeated visibility for Monmouthshire, capitalising on that with advertising.
- Developing a methodology for future events.

The Committee agreed that the report had been reviewed and they look forward to hearing the Events Team return to committee with updated data and new methodology.

6. PERIOD 1 REVENUE AND CAPITAL OUTTURN FORECAST STATEMENT 2015-16

Context:

Members were presented a report from the Finance Manager to advise the position of the Authority at the end of period 1 (representing 2 months financial information). The report was to be considered to assess whether effective budget monitor is taking place, monitor the extent to which budgets and being spent, challenge the reasonableness of projected over or underspend and monitor the achievement of predicted efficiency gain or progress under the remit of Economy and Development Select Committee.

Key Issues:

The report shows that the first period of revenue monitoring in 2015/16 £252,000 deficit and seek assurance of the action of Chief Officers are taking to address over spends.

A caveated use of the reserves for redundancy costs totalling £13,000. Services will continue to find compensatory savings additional to the mandates to mitigate the net cost pressure by the end of the financial year.

Period 1 capital monitoring with a revised budget of £58.406 million for the 2015/16 financial year.

Member Scrutiny:

The committee welcomed that feedback would be received from directorates on how savings were to be achieved. We were advised that mandated saving were running at

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

83% across all directorates with a large proportion falling under the Enterprise directorate.

We recognised that a new approach had been introduced that all 2015/16 mandates would be verified thoroughly with finance managers, to ensure that all relevant information was considered and this was welcomed.

Members expressed dissatisfaction that a senior officer had not attended the meeting to address questions that related to specific service area budgets. We requested that a Cabinet Member or Senior Officer attended during budget discussions, so that all necessary questions could be addressed.

Committee's Conclusion:

Chair's Summary:

- Difficult to pursue further as relevant officers not at meeting.
- Issues with mandated savings that were proposed and their achievability.

The Chair stated that they would send a letter to the Chief Officer and Member of Cabinet requesting that in future one of them would be present for the finance agenda item and performance indicators.

7. Work Programming

i) Economy & Development Select Work Programme for 2015/16

We noted items on the future work programme as follows:

Meeting 3rd September 2015

- Cultural Services Review ~ Pre-decision scrutiny
- Tourism and planning ~ Policy review
- Chief Officer Annual Performance Report

Meeting 15th October 2015

- Community Infrastructure Levy ~ Performance update
- S106 Update ~ Policy Development
- Investment Property ~ Pre-decision scrutiny

Meeting 4th November 2015

- Budget

Meeting 26th November 2015

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the Special Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 29th July 2015 at 10.00 a.m.

- TBC

The Scrutiny Manager advised items on the work programme were subject to change.

ii) Cabinet & Council forward Work Planner

We received and noted the Cabinet and Council forward work plan.

DATE AND TIME OF NEXT MEETING

Members noted the next Economy and Development Select Committee Meeting would be held on Thursday 3rd September 2015 at 10.00am.

The meeting ended at 12.20pm

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COVERING REPORT

SUBJECT: INFORMING THE FUTURE OF KEY LOCAL SERVICES – LEISURE, EVENTS, OUTDOORS, CULTURE & YOUTH

MEETING: Economy and Development Select

DATE: 30th September 2015

WARDS AFFECTED: ALL

A recent addition to Monmouthshire County Council's priorities is the desire to maintain locally accessible services aligning with our wider vision of creating sustainable and resilient communities. However with the current backdrop of austerity measures, there is a risk to the continued delivery of non-discretionary local services. This risk is particularly pertinent in the Tourism, Leisure and Culture and Youth Service areas where local services are operating in an environment where limited funding is available yet the community still wish to see the delivery of these local services maintained.

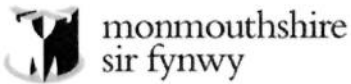
Historic operating data and a recent service area review commissioned with Amion Consulting at a cost of £30,000, has identified a need to rationalise the current working model and improve practices within the Culture Service area. The purpose of the review was to identify future delivery options and opportunities within the overall objective of maintaining, improving and developing services in order that they become more self-reliant and resilient.

However the wider austerity backdrop now defines that minor tweaking of services will not solve the significant budget deficit issue. There is therefore a need to look at the wider services of Tourism, Leisure and Youth Services with a view to developing an alternative service delivery model that will not only meet the Council's priority of maintaining locally accessible services but will also meet the needs of the community whilst supporting the ethos of inclusive public sector service delivery.

A requirement has been identified to undertake one detailed and comprehensive appraisal of the options relating to providing a sustainable, viable and vital future for Leisure, Events, Culture and Youth. This wider review will require a release of £50,000 worth of additional investment from the Invest to Re-design Fund in order to finance the supplementary work now identified and to create some of the capacity required internally to mobilise this significant piece of work.

The brief for the piece of work is currently in development and will be signed off by the Cabinet Member prior to release. The brief will specify that a business strategy emerges to include all aspects of financial planning, asset considerations, governance, structures and accountability along with a fully-costed business plan that is able to inform and shape medium-term delivery and apply itself to the stretching targets outlined in the Council's Medium Term Financial Plan. It is important that the review itself is not undertaken by an employee of the Council since the need for impartiality and a fundamentally new and sustainable model of operational delivery, is the key outcome. It is anticipated that this piece of work will be finalised in readiness for commencement of the first wave of activity in 2016/17 in order to meet the c£400k budget target.

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SCHEDULE 12A LOCAL GOVERNMENT ACT 1972 EXEMPTION FROM DISCLOSURE OF DOCUMENTS

MEETING AND DATE OF MEETING: 30th SEPT 2015

TITLE OF REPORT: CULTURAL SERVICES REVIEW

AUTHORS: IAN SAUNDERS / CATH FALLON / KELLIE BEIRNE

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

EXEMPTIONS APPLYING TO THE REPORT: SLIDES / PRESENTATION FROM AMION CONSULTANTS

FACTORS IN FAVOUR OF DISCLOSURE: OPTIONS NOT DISCUSSED OR REVIEWED WITH STAKEHOLDER. FURTHER WORK REQUIRED VIA CONSULTATIONS.

PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:

SENSITIVE INFORMATION - STAFF, STAKEHOLDER UPSET. REPUTATION DAMAGE + CONFUSION AS OPTIONS ARE BEING CONSIDERED.

MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:

As described above

RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

Date: 22nd Sept 2015.

Signed: I. Saunders

Post: HEAD TOURISM LEISURE CULTURE.

I accept/do not accept the recommendation made above

Proper Officer: Kellie Beirne

Date: 22/9/15.

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