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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 3 February 2016

Notice of meeting / Hysbysiad o gyfarfod:

Economy and Development Select Committee

Thursday, 11th February, 2016 at 2.00 pm,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

AGENDA

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

| Item No | Item | Pages |
|---------|---|-----------|
| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
| 3. | To confirm and sign the minutes of the previous meeting | 1 - 26 |
| | i) 16 th November 2015 (Special) | |
| | ii) 26 th November 2015 | |
| | iii) 16 th December 2015 – Special Budget (joint meeting of four selects) | |
| | iv) 5 th January 2016 (Special) – Call In | |
| 4. | Events Strategy - To provide a performance update on the Eisteddfod and the Velothon. Future events strategy to return to the Committee. | To Follow |
| 5. | Investment Property - To conduct pre-decision scrutiny of the business case for the acquisition of investment properties | To Follow |
| 6. | Quarter 2 Performance Report: Improvement Objectives and Outcome Agreement | 27 - 48 |
| 7. | Strategic Risk Assessment 2015 | 49 - 60 |
| 8. | Work Programming | 61 - 66 |
| 9. | To confirm the date and time of the next meeting | |

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

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Welsh Language

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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.

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Public Document Pack Agenda Item 3

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 16th November, 2015 at 2.00 pm

PRESENT: County Councillor S. Jones (Chairman)

County Councillors: D. Dovey, D. Evans, B. Hayward, J. Prosser, A. Wintle, P. Clarke, R. Edwards, P. Murphy, B. Strong, A. Webb and R. Harris

OFFICERS IN ATTENDANCE:

| | |
|---------------|------------------------------------|
| Hazel Ilett | Scrutiny Manager |
| Kellie Beirne | Chief Officer, Enterprise |
| Mark Hand | Head of Planning |
| Sarah King | Senior Democratic Services Officer |

APOLOGIES:

Councillors S. White and D. Edwards

1. Declarations of Interest

There were no declarations of interest.

2. Scrutiny of the performance of the function via the Annual Performance Report (due for submission to Welsh Government on 20th November)

Context:

The Committee scrutinised performance of the function via the Annual Performance Report (due for submission to Welsh Government on 20th November).

The Council adopted its Local Development Plan in February 2014 and has recently submitted its first Annual Monitoring Report (October 2015) for the 2014-15 period.

The planning service's purpose links directly to Monmouthshire County Council's objective of building sustainable, resilient communities. The Council has identified four key priorities:

- 1) Education;
- 2) Protecting the most vulnerable in society;
- 3) Promotion of enterprise, economic development and job creation;
- 4) Maintaining locally accessible services.

The following Service Improvement Plan outcomes are directly relevant to the planning service:

- Older people are able to live their good life;
- People have access to appropriate and affordable housing;
- People have good access and mobility;
- People feel safe;
- Business and enterprise; and

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- People protect and enhance the environment.

The planning service is divided into two main areas: Development Control, which includes planning applications, enforcement and built conservation, and Development Plans, which deals with planning policy matters. For this reporting period, the Development Plans section reported to the Head of Planning and sat within the Enterprise directorate, while the Development Control section reported to the Head of Regulatory Services and sat within the Democracy and Regulatory Services directorate. However, professional planning guidance was provided by the Head of Planning. It is worth noting that the service has since been restructured, rebranded and co-located under a new Head of Service. This will be detailed in the 2016 APR.

Key Issues:

The Head of Planning provided a presentation and report, which introduced the first Annual Performance Report for Monmouthshire County Council's planning service. The report showed that Monmouthshire's planning service had performed well and consistently above the Welsh average for performance indicators and in terms of customer service feedback.

The Planning (Wales) Bill achieved Royal assent in the summer of 2015, this was identified as a landmark year for Planning in Wales and this Council had embraced the move towards 'positive planning' that the new legislation strives to achieve.

Member scrutiny:

- The committee thanked the officer for report and presentation.
- The Chair of Planning advised that the Planning Committee consisted of 16 members and reassured that attendance was good, which resulted in consistency in decision making.
- Concerns were expressed that affordable housing targets of 35% was not achieved in larger developments. Officers confirmed that the LDP set different targets for different parts of the county. 35% was a target and the policy allowed for variations on viability.
- Issues were currently being considered by Welsh Government, regarding a toolkit which could assess viability and affordability of a site development for affordable housing.
- Particular concern was raised by the Chair that there was difficulty meeting affordable housing targets as sites were not coming forward.
- A member requested clarification on whether community responses had been considered (archaeological and cultural sensitivity), and whether there had been sufficient consultation. In response, specialist work would be undertaken by a consultant and advice would be obtained accordingly.
- Following a query regarding why conservation did not form part of the application assessment, the committee were informed that the department had been restructured and rebranded, members were reassured that focus was on enabling and delivery, not regulatory control.
- Officers recognised and acknowledged recent instances with representations and speaking at Planning committee, these had been addressed. However, the committee were reminded that clear deadlines were in place to ensure fairness and consistency.
- Further clarification would be provided regarding decisions/recommendations that were contrary to those made at Town Council level, this was not currently an issue that was measured.
- An example was provided by a member, of an application where the level of affordable housing had been reduced, in order to enable the development to be viable for the

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applicant. The committee highlighted the need for the needs of people to be addressed, rather than meeting national needs. It was suggested that the new LDP to be produced by 2020, considered issues looking forward and whether the policy would be driven locally or nationally.

- Officers clarified that the difference in viability, in the specific example provided, had been due to design changes (reduced numbers improved layout). There was a need for the whole picture to be considered and some aspects of future housing needs would be decided at a regional level, imposed by Welsh Government. Legislation highlights what requires planning consent and what does not, the authority responsibility is to either grant or not grant the planning consent.
- The committee recognised that training was required by Town and Community Councils, this had been offered but not taken up by all. Officers reassured the committee that the training had been beneficial and follow up training had been offered, which would also include clarification on the public speaking protocol and role of officers.
- Information could be obtained from benchmarking data, in order for Monmouthshire County Council to be compared with other authorities, regarding the percentage of retrospective planning based on activities. The issue was continually raised and had to be considered appropriately by the authority, if developments were not acceptable then application would be refused and enforcement action would be taken.
- Officers recognised and would obtain reasons why Monmouthshire had been identified as comparatively low. However, members were reminded that the outcome was absolutely more important than speed and a condition had been introduced that fees would be refunded for applications not determined within a certain time period.
- The committee recognised that there was frustration and impact on the community, with retrospective planning.
- The LDP had an innovative approach which allowed for exceptions regarding affordable housing. Sites were beginning to be presented and officers were trying to achieve for sites to be included in the next LDP.
- The Chair confirmed that Strong Communities Select committee had already scrutinised the LDP, Economy and Development select committee would be invited if the issue was considered again.
- A member queried how social media could be used more effectively and utilised for the planning process. In addition to other methods of communication, Officers confirmed that the authority held a Planning Twitter account, the purpose of which was to raise awareness of guidance on supplementary planning, link to committee agenda and committee webcast. It's as well as other methods of communication,
- The Chief Officer reassured the committee that the Head of Planning had made significant development and contribution since being in post. There had been a change and new direction to work differently. The team were constrained with limited resources, that operated well.
- In addition, the committee were informed that there was a need for committees understand sequence of process and change, this could be achieved through joint scrutiny committee meeting.
- Officers recognised important points regarding local needs for affordable housing and views would be obtained for the next LDP.
- Officers acknowledged that Affordable Housing was subject of scrutiny at a number of separate scrutiny meetings.
- The Scrutiny Manager confirmed that Housing had been considered at a previous joint meeting of two select committees and subsequently a different select committee had considered a report which outlined recommendations of the Affordable Housing report. The issues crossed across the four select committees, therefore, would be an issue to be scrutinised by all select committees.

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Committee's Conclusion:

Chair's Summary:

The Chair acknowledged that the presentation had been well articulated and the committee had contributed well.

The Chair highlighted the importance of opportunity for training to be offered to Town and Community Councils.

The committee highlighted, that in terms of monitoring issues, a planning seminar would be held on community infrastructure in early 2016, which could be linked with affordable housing.

The annual report would be received in one year.

We thanked officers for information presented.

3. To confirm the date and time of the next meeting

We noted that the next meeting would be held on 26th November 2015, information regarding the Community Infrastructure Levy (CIL) would be presented and timescales would be clarified by Planning Officers.

The meeting ended at 3.55 pm

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MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Economy and Development Select Committee held
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th
November, 2015 at 10.00 am**

PRESENT: County Councillor S. Jones (Chairman)
County Councillor (Vice Chairman)

County Councillors: D. Dovey, D. Evans, B. Hayward, A. Watts and
A. Wintle

OFFICERS IN ATTENDANCE:

| | |
|---------------------|---|
| Kellie Beirne | Chief Officer, Enterprise |
| Cath Fallon | Head of Economy and Enterprise |
| Martin Davies | Planning Policy Manager |
| Hazel Ilett | Scrutiny Manager |
| Peter Davies | Head of Commercial & People Development |
| Nicola Perry | Democratic Services Officer |
| Marie Bartlett | Finance Manager |
| Mark Hand | Head of Planning |
| Vanessa Janes-Evans | Business and Enterprise Manager |
| James Woodcock | Existing Business Manager |

APOLOGIES:

Councillors S. White, D. Edwards and J. Prosser

1. Declarations of Interest

There were no declarations of interest made by Members.

2. Public Open Forum

There were no members of the public present.

3. To confirm and sign the minutes of the previous meeting

The Committee confirmed and signed the minutes of the following meetings of the Economy and Development Select Committee held on:

- i. Special Meeting 30th September 2015.
- ii. Ordinary Meeting 15th October 2015.
- iii. Special Meeting 4th November 2015

The Chair expressed thanks to Democratic Services Officers for their continued hard work and production of accurate minutes.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th November, 2015 at 10.00 am

4. Performance Report on the support offered to businesses through the Monmouthshire Enterprise Strategy

Context:

Members were presented with a report from the Head of Economy and Enterprise in order to provide a performance update on the activities of Monmouthshire Business and Enterprise (MBE).

Key Issues:

- One of the Council's four priorities is 'Supporting Enterprise, Entrepreneurship and Job Creation'. In 2014 a new vision for the Enterprise Directorate was agreed: To develop and promote an enterprising culture, which builds business resilience and creates excellent outcomes for our communities. Within this vision a specific mission for MBE has been identified which is to build the enterprise capacity and reinvent our future.
- Cabinet approved the Monmouthshire Business Growth and Enterprise Strategy in November 2014 and endorsed the appended Action Plan. Within the Strategy there are three pillars or objectives presenting a consolidated approach to the delivery and implementation of the Strategy:
 1. Supporting Business Growth
 2. Enabling Inward Investment; and
 3. Growing Entrepreneurs.
- The Strategy and the associated annual Business Plan for MBE addresses customer needs through the provision of a programme of business support, networking and facilitation to help unlock the potential for growth in the County. In 2015/16 activities are targeted towards achieving these key priorities and maximising funding opportunities to reduce the financial burden on MCC.
- Further to this and following the closure of the 2007-2013 RDP programme in December 2014, a new Local Development Strategy was submitted to Welsh Government in September 2014. The Vale of Usk Local Development Strategy approved by MCC Cabinet in June 2015, is a key tool in drawing down funds of £2.79M from the new 2014-2020 RDP Programme which has now been expanded to include the rural wards of Newport. MCC is the Administrative Body for the programme holding overall responsibility. Activities are directed through the newly formed Vale of Usk Local Action Group – a local partnership based on the three thirds principle of representation from the community, private and public sector.
- In addition MBE also delivers the external strand of the Council's iCounty Strategy which includes the coordination of broadband infrastructure and ICT exploitation activities.

The Chair invited the Head of Commercial and People Development to update the Committee on Skutrade, a pre-trade cloud based software that enables businesses to know the real-time full costs and profitability of selling products in international markets. Skutrade was being supported by MCC further to a Cabinet report presented in July 2015 which stipulated how Skutrade would help deliver the Council's iCounty and Monmouthshire Business Growth and Enterprise strategies by enabling Monmouthshire businesses to have reduced fee access to the platform.

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Minutes of the meeting of Economy and Development Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th November, 2015 at 10.00 am

We heard that there was some slight slippage in the timeline, one of which had been brought about by some of the delay in bringing the platform through user acceptance testing. Officers were hopeful that by the end of the year we would be in a position to conclude on the market testing and bring the business case to legal and finance colleague.

Members were invited to comment.

Member Scrutiny:

Members asked if there were specific problems with Skutrade. In response we were informed that there were not necessarily problems just software development issues where testing programmes had taken longer than anticipated. Testing had identified that certain fixes were needed that had stretched the timeline.

Members expressed concern that they had been led to believe that we were ready to go and had already been presented with a robust business case, but were now hearing that we would be ready in the New Year. The Head of Commercial and People Development advised that the report had been brought to Select Committee and Cabinet had advised that the development was a work in progress. Officers were keen to receive complete reassurance that the platform was ready to go with risk suitably mitigated, and when officers were comfortable with the business case it would be pushed forward.

A question was raised regarding our position with intellectual property in general. We were advised that officers were still taking advice and when, as a Council, we were solid in terms of arrangement the market would be actively engaged.

There were concerns that significant jobs had been lost in the area and it was questioned if we were looking to utilise the people affected by this. It was also questioned if we were observing what was happening in Bristol. It was noted that a fair proportion of the workforce were travelling over the bridge, and several businesses were expanding their offices into Bristol.

The Chair noted that a roadshow would be held where conversations could be held with businesses to address the issue raised.

The Cabinet Member expressed that it was unfortunate to not see the continuation of the renewables business in Chepstow. When a number of jobs were lost due to the closure of Mabey Bridge very few had not found new work in the area. In terms of general economic development in Wales, it was not something MCC alone could crack. It was essential to work as part of a South East Area. The issue of the M4 and tunnels may create problems for people to move business into the area. The good news that Central Government were putting money into city deals was encouraging.

The Chair suggested that Regional Economic Planning, with a focus on city deals, be added to the forward Work Programme **(ACTION – HI)**.

The Head of Economy and Enterprise explained that in terms of Bristol, officers were working with a company based in Bristol in terms of construction and apprentices, and were encouraging them to use our apprentices on their construction program. There was regular contact with Chepstow Chamber in order to understand the needs. The digital sector had been identified as an area for growth. Contacts had been made for city discussions. It was hoped that the website would help expand, and raise awareness of Monmouthshire as a destination rather than a drive-through.

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Minutes of the meeting of Economy and Development Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th November, 2015 at 10.00 am

A question was raised regarding the situation with Superfast Broadband. We were informed that regular updates were being received. Officers were aware of the requirements for homeworking and were looking to create a biz hub in Chepstow to encourage people to work in a networked atmosphere. The Head of Commercial and People Development informed the Committee that he was a member of ICT Exploitation for Business Superfast Advisory Panel, which was made up of some of the key players in industry. It was the responsibility of the panel to make sure that infrastructure was being properly exploited. An update had stated that BT had gone through the 75% target and were working towards 95%.

With regards to unsuitable premises we were advised that meetings were being held with Mon Enterprises and Planning Department to establish what is on offer.

In response to a Members question regarding available areas for businesses to develop we were informed that officers were working closely with Planning, and businesses in order to solve any problems.

A Member queried if an officer from Welsh Government was still available to attend the Chamber of Commerce at Chepstow, and if there was an opportunity to work in tandem with them. We were informed by the Existing Business Manager that previously a member of Business Wales had attended the Chepstow Chamber to provide business support on behalf of Welsh Government. Officers worked closely with Business Wales to ensure businesses were aware of the full range of support available. Even though a representative no longer attended the organisation still continued to provide support. Members requested that attendance at Chamber of Commerce in Chepstow would be appreciated.

Members commented that in terms of usage a key area would be the website and questioned if the communications team would be used to increase the profile on social media. Clarification regarding percentage of premises with access to broadband was requested, and how far behind the 96% Welsh Government target were we in terms of the roll out.

The Head of Economy and Enterprise explained that officers would be reporting back quarterly on website analytics, going forward. We heard that officers were working with the Communications team. We were informed that there were some isolated premises and it was hoped the broadband pilot would help in that area. In terms of RDP and projects it was early days, and other local authorities and action groups were still developing their applications and expressions of interest but Monmouthshire's were on the website. We were hoping to put projects forward in the next couple of weeks and would appreciate Members promoting the programme in their areas.

In response to a concern regarding the empty properties in Monmouthshire and the worry of being left behind, it was explained that part of the role of the Existing Business Manager was to be aware premises available across the county and helping businesses to identify suitable premises. It was noted that every opportunity was being taken to draw the attention of businesses to available premises.

Recommendations:

The report recommended that Members receive the report in evidence of activities detailed in the Monmouthshire Business Growth and Enterprise Strategy Action Plan, as reflected in the Chief Officer's Annual report for Enterprise.

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Minutes of the meeting of Economy and Development Select Committee held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Thursday, 26th November, 2015 at 10.00 am

Committee Conclusion

Chairs Summary

The Chair expressed that the growing entrepreneurship programme was very encouraging and Members welcome a progress report.

The Chair summarised the key points discussed and highlighted recommendations as:

- i. A regional look at development in terms of city deals, and adding to the work programme.
- ii. Presentations held with Town and Community Councils on the RDP funding should be made available to all Town and Community Councils across the County.

We thanked officers and noted the report

5. Consideration of Community Infrastructure Levy Projects

Context:

Members received a report to update on progress made in preparatory work for a Community Infrastructure Levy (CIL), particularly in relation to the identification of potential projects that might be eligible for funding from CIL.

Key Issues:

A progress report on CIL was presented to Economy and Development Select Committee on 15 October 2015. That report focused on the results of the consultation on a CIL Preliminary Draft Charging Schedule (PDCS) that took place for a period of 6 weeks from Thursday 12th February 2015 to Thursday 26th March 2015.

Since the report to the Select Committee on 15 October the viability work had been refined further and the charging schedule that was appended to that report has been amended slightly. The amended charges are incorporated in the document that is attached as Appendix C and would form the basis of the next formal stage in the CIL preparation process – the consultation on the Draft Charging Schedule (DCS).

Further work was needed to develop and update the infrastructure list and it was agreed at the 15 October meeting that this report would be brought to Select to advise members of the identification of potential projects that might be eligible for funding from CIL.

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Member Scrutiny:

The Chair clarified that the issue was demonstrating the need and that categories could be added at a later date following consultation. The Head of Planning advised that the Regulation 123 list agrees the high level categories where funding would be allocated, which would then need approval by Council.

Following a Members request for clarification, the Head of Planning confirmed that CIL would only apply to developments of three or more properties, not single housing. Members felt that this would be significant difference to Community Councils where developments may be one or two houses with an anticipation of extra money through CIL.

The strategic sites did not attract CIL but rather Section 106 money and it was questioned if we knew the amount of money to be expected from CIL. Officers explained that it was difference to be precise as it relied on planning permission being granted and floor area of market dwellings. Some estimated figures were provided as Crick Road in Portskewett £1.5million, Rothley Farm £1.9 million, Vinegar Hill £1.6 million. Schemes were more likely to come forward in the latter part of the plan period. The Head of Planning explained that Section 106 money could only be spent in the locality but CIL would go into a central pot, which would give more freedom.

We heard that self-build would be exempt, 90% of dwellings would fall into that category.

A concern was raised that there may be a case that separate planning applications may be made in order to save CIL money.

In terms of developments in small villages, the majority of the developments being proposed in the LDP were rural affordable housing sites which requires 60% affordable housing and there was a specific exemption against those sites for providing CIL.

Reference was made to the statement in the report that 132 line through the Abergavenny strategic site could be paid for by CIL but it was a concern that the LDP clearly states that to be a developer cost. Officers confirmed there was no intention for CIL money to subsidise development costs.

A Member raised a concern surrounding the broadband infrastructure and the need to use potential CIL money for development rather than Welsh Government funding.

A Member queried how CIL would fit with 21st Century School funding. The Head of Planning explained that CIL money would be used for top up funding and having education on the regulation 123 list would allow this to be used. It was noted that Members would need to approve the allocation.

The Chair questioned what the next steps were, and officers explained that the next stage would be to develop the final draft charging schedule for consultation, to be taken to planning, Cabinet and Council in February. Prior to that there would be an all

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Members seminar on 28th January 2016. There was an opportunity to return to Select Committee to further explain the draft charging schedule in March or April 2016.

Recommendations:

The report recommended that Members note the contents of the report and comment accordingly.

Committee Conclusion

Chair's Summary

The Chair summarised the points discussed by Members and recommended that the Economy and Development Select Committee receive a further report following the consultation process, prior to the inspection.

6. Scrutiny of the Budget Monitoring Report for Month 6

Context:

Members received a report in order to provide Select Committee Members with information on the forecast revenue outturn position of the Authority at the end of reporting period 2 which represents month 6 financial information for the 2015/16 financial year.

Member Scrutiny:

Members were concerned with the further cuts to opening times in tourism, as the biggest income for the Authority. The Chief Officer for Enterprise agreed and was keen to assure Members that officers would do their level best as far as possible to keep services operating. It was hoped that the Trust Plus mandate would attract investment next year.

A Member expressed that it was important for members of the public to understand the position that the Authority is in. It was important to remain transparent and open with people.

A Member suggested that, with reference to Caldicot Castle, now may be the time to talk to the interested parties in regards to it moving to a local trust, who could then apply for different grants and improve the country park. There were concerns that as a liability it may sink a local group.

A Member warned against the focus on income generation rather than core services. It was noted that £125,000 of the loss was income generation not achieved by ICT software. It was felt that MCC should be seen as an enabling authority.

The Cabinet Member reminded the Committee that the Flow project had enabled the Council to make an annual saving of £130,000 licence fee for social services.

We heard that we were on track to make the anticipated savings with the Community Hubs.

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The £20,000 income reduction from the 3g pitch had been attributed to difficulty with lighting and the marketing of two pitches. The issue had now been resolved.

Recommendations:

The report recommended that Members consider the position concerning the second period of revenue monitoring in 2015/16 (£1.066 million deficit) and seek a further report back to the next Cabinet outlining the Recovery Plans to be put in place to address the overspends in service areas.

Members were recommended to note the forecast use of earmarked reserves and, in order to ensure adequacy of reserves for the MTFP, approve the changes in practice.

Members were recommended to consider the position concerning period 2 Capital Monitoring with a revised budget of £60,496 million for the 2015/16 financial year.

Committee Conclusion

Chair's Summary

The Committee resolved to note and accept the report.

7. To confirm the date and time of the next meeting

We noted the date and time of the next meeting as Thursday 7th January 2016.

The meeting ended at 11.40 am

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of Joint Select Committee held
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Wednesday, 16th
December, 2015 at 10.00 am**

PRESENT: County Councillors: D. Dovey, D. Evans, P. Farley, S. Howarth, P. Jones, S. Jones, M. Powell, V. Smith, K. Williams, A. Wintle, P.A.D. Hobson, G. Burrows, P. Clarke, P.A. Fox, R.J.W. Greenland, E. Hacket Pain, S.B. Jones, P. Murphy, J. Prosser and B. Strong

OFFICERS IN ATTENDANCE:

| | |
|----------------------|---|
| Hazel Ilett | Scrutiny Manager |
| Kellie Beirne | Chief Officer, Enterprise |
| Cath Fallon | Head of Economy and Enterprise |
| Tracey Harry | Head of Democracy and Regulatory Services |
| Roger Hoggins | Head of Operations |
| Sarah McGuinness | Chief Officer, Children & Young People |
| Will McLean | Head of Policy & Engagement |
| Joy Robson | Head of Finance/Section 151 Officer |
| Robert Tranter | Head of Legal Services & Temporary Monitoring Officer |
| Nikki Wellington | Finance Manager |
| Nicola Perry | Democratic Services Officer |
| Deb Hill-Howells | Head of Community Led Delivery |
| Rob O'Dwyer | Head of Property Services and Facilities Management |
| Ian Saunders | Head of Tourism, Leisure and Culture |
| Sharon Randall-Smith | Head of Achievement and Attainment |

APOLOGIES:

Councillors A. Easson, D. Edwards, R. Edwards, R. Harris, M. Hickman, D Husdon, C Robertshaw (Parent Governor Representative), A. Webb and S. White

1. Election of Chair

We elected County Councillor S.G. M. Howarth as Chairman.

2. Declarations of interest

We received declarations of interest from the following Members:

County Councillor P. Farley declared a personal, non-prejudicial interest as a Chepstow Town Councillor.

County Councillor P. Jones declared a personal, non-prejudicial interest as a member of the Raglan Village Hall Association.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

County Councillor D. Dovey declared a personal, non-prejudicial interest.

Any further declarations would be made under the relevant item.

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3. Final Scrutiny of the Budget Mandates for 2016-2017

The Chairman welcomed Members and Officers to the Joint Special Meeting of the 4 Select Committees, convened to engage with Scrutiny Members on the final budget mandates that would be presented to Cabinet on 6th January 2016.

We were advised by the Chairman that individual Select Committees had previously scrutinised budget mandates relevant to their remit and that the purpose of the meeting today was:

- To update Members on the budget position and the updated settlement.
- To provide an overview of budget mandated that had been revised since the initial scrutiny.

We were advised that the Committee would be scrutinising, in particular, the following mandates:

B5, B11, B12, B14, B15, B20 and B21.

The Chairman invited the Leader to introduce the Cabinet's budget and to outline their priorities for delivering services in the difficult financial climate.

The Leader expressed thanks to Officers for work done to date, and Members who had met with members of the public during consultations, particularly noting County Councillor V. Smith who had attended every function.

To provide context we were informed that the Authority had consulted on a budget with a £6.7 million gap, and there were difficult mandates in place to aim to cover that gap. It was expected that there would be a gap of £1.7 – £3 million with additional pressures being identified.

We heard that the expected settlement from Welsh Government would be a 1.4% cut, but there were thought that there may be a 3.1% cut. It was agreed that conversations were needed regarding the discrimination against rural authorities.

Members were advised to take time to read the Continuance Agreement, which outlines how we see us going forward to 2017.

The Chairman invited the Cabinet Member for Resources to update Members on the budget process undertaken this year to engage with the public in producing the budget mandates.

Members received a presentation from both the Cabinet Member and the Head of Finance, to outline the steps taken.

Members were taken through the revised mandates, and were invited to ask questions following each mandate. We were advised that Cabinet Members were present to answer questions on policy and the proposed budget, while officers were present to answer any detailed questions on the mandates.

Mandate B5 Community Asset Transfer - The savings have increased as income generation targets as we plan to enter into a competitive process to identify suitable partners that may wish to work with us

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to optimise use of our prime assets for community large scale events and other income generation activities.

Concerns were raised that more work had been carried out regarding Melville Theatre rather than Chepstow Drill Hall. We were advised that the Drill Hall would not be neglected. The Cabinet Member expressed that he was keen to ensure that officers would take deep interest to facilitate the transfer. Officers confirmed that a formal process had not been embarked upon regarding either building. Members would look forward to formal consultations.

A Member raised a question regarding the Melville Theatre and referred to a point made by the Leader that facilities would not be closing. Assurance was requested from the Cabinet Member that the course of action being taken in this area would lead to that effect. The Cabinet Member explained that due to the change in the financial situation we were struggling with discretionary services, but we were taking the hard option of avoiding cutting and closing, and exhausting every available option to find the right fit for Monmouthshire.

There remained a concern that the discussion could create a misleading impression and the Drill Hall was not liable to be closed. It was felt that the nature of the activities there, and the commitment around it, could make it an ideal candidate. The Cabinet Member expressed that the Drill Hall was in a class of its own which had created a community asset with community involvement, and should be used as an example of a community asset.

Clarification was sought that the mandate was to increase the income expectation in terms of the revisions made, and delaying the savings until the 2017/2018 period. The Chief Officer for Enterprise explained that there was no delay but were looking to up the number of delivery for 2016/2017. The title of the mandate had been changed to reflect asset optimisation.

It was questioned if we were creating a kind of 'reference bible' to provide a list of processes for organisations. In response we heard that there the following were in place:

- Community Asset Transfer Policy, included within the Asset Management Plan.
- A formal application process which detailed the hurdles that people may need to go through.
- A GAVO appointed officer who oversees and helps community groups take the journey through the Community Asset Transfer Policy.

It was suggested that we could create FAQs to assist these processes.

The Chairman advised that Members were content with the mandate and expressed good wishes to Officers and Communities for the future.

Mandate B11 Leadership Team Structure Review - An increase in original budget savings by further aligning organisational efficiency and maintaining focus on preserving frontline delivery.

Members had received a presentation from Public Health the day previously and one of the topics discussed was the health of the workplace. The point was raised that the unintended consequence of the restructure could be added pressures to staff. In response the Leader explained that we are an efficient Council which already had the lowest proportion of staff ratio to 10,000 population. The Leader was extremely mindful to the pressures in the organisation. There was a need to accelerate work around collaboration to alleviate the pressures.

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The Cabinet Member for Resources added that the issue was being monitored closely on the Health and Safety Working Group.

The Chief Officer for Enterprise noted that in terms of stress in the workplace some of the rationale behind making the amendments was with staff wellbeing and pressures in mind, and it was important to make modifications.

Members questioned where the original £225,000 savings in the mandate had been derived from, and requested further information on the reorganisation.

The Leader confirmed that as elected members we held trust in Chief Officers to make judgements around staffing management, noting that Members could set policy and direction.

The Committee resolved to accept the mandate, noting that further information would have been appreciated. A written explanation from the Chief Executive would be appreciated also.

Mandate B20 Phase 3 of Additional Learning Needs Review - Savings for 2016 will be in line with statutory consultation timescales. The savings have been realigned in line with updated timescales. In addition there are further savings identified to meet the MTFP and these include updating pricing policy for external providers and a delegated funding formula review based on current residential provision.

Where necessary, Members declared a personal, non-prejudicial interest.

Members noted that the mandate referred only to Mounton House in the context of funding but it reads as though we are actually running it down with a view to closing. Further information on the future of Mounton House was requested, as it was felt we should be improving the facility.

The Cabinet Member for Education explained that the review would be undertaken whether or not the budget takes place. Phase 1 had been completed and we were now looking at Deri View and other such facilities in the County in phase 2. How we could utilise Mounton House to its full potential would be undertaken in phase 3. There was an element of ALN which was decreasing but increasing in other ways. Fundamental work had started but as the work progressed Members would receive further information. It was explained that the needs of children at Deri View had changed over the last 10 years. Our philosophy as an Authority is to provide mainstream support, and most young people with mild to moderate needs were catered to in mainstream, which explained why the facility at Deri View was under-utilised.

It was thought that the mandate documentation could be misleading and could appear to be more conclusive.

The Chief Officer for Children and Young People confirmed that the mandate was a response to a decline in residential numbers, and a decline in demand from other authorities.

Members expressed that the need for the phase 3 review was urgent and requested a timeline. The Cabinet Member explained that where changes were being taken into consideration, there was statutory adherence to protocol, and it was being looked into as quickly as possible.

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A Member noted that the engagement survey results stated that 58% were against the mandate and a twitter poll survey said 70% were against the mandate. The Member questioned the Cabinet Member and the Chief Officer what the reaction to these results had been. In response the Chief Officer explained that as a reaction to the results the consultation time had been lengthened regarding Deri View, and we were committed to absorbing all responses received. The Cabinet Member confirmed that consultation was a protocol and meetings had been held with staff, governors and parents on 12 occasions and it had been made clear that all views were vital to the process. All the information was essential to making a decision regarding the proposals.

The Leader commented that the questions in the surveys had not been detailed enough, and maybe not that helpful. It had been interesting to hear views of parents, and we were mindful of the assets we have. It was important to be prudent of the resources we have and was hoped that Phase 3 review would be all inclusive.

It was noted that Mounton House was not bottom of the list for review but Phase 3 would be considering ALN provision across the County. The Leader continued to explain that if Mounton House had been an excellent facility in the past and if continued to deliver the type of provision need going forward, that would be part of the assessment. The Leader stated that there was no intention that this was to be considered a way to run down Mounton House.

The Chairman noted that should the numbers not attend the facility it was difficult to sustain the facility, and therefore did not make good reading for the future.

The Cabinet Member explained that Deri View had 7 children in a 24 place unit, due to the unit not being fit for purpose. It was important to look at whether the provision was fit for purpose and with the review we would be able to say we were providing the best education for all children across the County.

Following a request for clarification, the Finance Manager explained that the original proposal for Deri View had been £200,000, because of the extended consultation it had now been reduced to £50,000.

Members agreed to accept the mandate but noted there were concerns over the future at Mounton House.

Mandate B23 Discretionary Fees and Income - *This mandate has now been incorporated into the fees and charges report that will be presented to Cabinet in January with other budget proposals.*

The Head of Finance explained that the idea of the mandate had been to increase discretionary fees and charges by 10%. More time was needed to analyse the potential impact might be, and to look more closely at benchmarking with other local authorities. The mandate was currently on hold and an additional £25,000 had been found which would be incorporated into the fees and charges report.

The Cabinet Member for Resources added that when the original mandate had come out there had been a schedule of charges which had recorded the 2.5% to increase prices by. An additional column had highlighted what the additional income would be if there was an increase of 10%. It was never the intention to increase all prices by 10%.

Members agreed to accept the mandate.

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Following a short break we were advised that the following mandates would be discussed:

B12, B14, B15 and B21.

Mandate B12 Second Phase Review of Subsidies to 3rd Sector - *Continuing to work with 3rd sectors affected groups to understand any potential impact.*

The Head of Policy and Engagement highlighted concerns raised by the Access for All group, informing Members that there were increasing tensions regarding the aspirations to work with the 3rd Sector. Officers had spoken to all the affected groups and appreciated that the receipt of less money would never be received positively. However, all groups had valued early conversations and that we were looking to reduce rather than stop funding.

We heard that the list of groups and amount of funding was included on the mandate.

Members questioned if this was now a closed list, and suggested that there may be other groups which should be included. In response we were informed that the list was now closed but any suggestions of other organisations could be addressed with partners in the future.

The Leader informed Members that he had recently addressed the GAVO AGM and had explained the situation Monmouthshire was in, as had the Police and Health Services. There had been an acceptance of the situation and when asked no questions came from the floor regarding the proposals. Confidence had been taken that all were in a similar place.

A Member felt there were concerns for future years and highlighted the importance of remaining sustainable.

A Member raised concerns that the mandate seemed slightly imbalanced, particularly noting the CAB. The Cabinet Member explained that there had been an agreement that had lasted 3 years where funding reduced by 10% each year. CAB fully recognised that MCC had given as much as possible and were happy to embrace other sources of funding.

The Chairman summed up that the Committee accepted the mandate but noted that the grants would be welcomed by other organisations. It was hoped that these sectors could bridge the gap through other sources of funding.

Mandate B14 Grounds Funding Review – *Continue to work with community groups to ensure services are delivered.*

The Head of Operations explained that the mandate was made up of several parts: planting of wildflowers, using voluntary green fingers more extensively, and verge maintenance.

The mandate would work with Mandate B21 to work with Town and Community Councils.

It was noted that at Strong Communities Select Committee there had been concerns surrounding the second cut being withdrawn on the R routes regarding foliage falling on roads and cyclists having to

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move into the centre of the roads. It was noted that wildflowers would be brought back to Select Committee as would the voluntary green fingers.

Members agreed to accept the mandate.

Mandate B15 Highways Maintenance Review – *On target for full year savings in line with mandate proposal.*

Feedback from Select and consultations had been brought forward as the mandate in line with the Continuance Agreement.

Members questioned if where there were resources in place to address urgent situations. The Head of Operations advised that part of the exercise would be to look at all available resources, in terms of revenue and capital. Officers would work with Members to create priorities, and how money would be spent in the future. There may be a case of doing extensive patching work rather than full resurfacing work that had been done in the past.

A Member raised concerns regarding the provision for land slippage. The Head of Operations explained that previously the Capital Budget had been reprioritised in those circumstances. It may be a case of coming back to Members to discuss additional funding in those types of emergencies. In terms of physical resources there would always be enough people to make the road safe, ie closing the road. The level of flexibility would be reduced with the reduced budget but would be managed by officers.

There were concerns from Members if we were reducing too much and whether it was wise to be doing so at this time.

A Member raised concerns regarding the reduction of employees with the amount of people who may claim damage to cars due to pot holes. The Leaders explained that officers had to align with the Continuance Agreement, and therefore prioritise be keeping most used roads at the same standard as they are currently. It was not a case that less used roads would be closed, but that most used roads would be prioritised. It was recognised that there was less money and would therefore be a drop in standards.

A Member expressed that she felt unable to support the reduction in infrastructure, as it was considered a false economy and savings should be found elsewhere. It was felt that there should be a review of the service.

It was noted that the issue of climate change should be brought by WLGA to Central Government.

The Chairman summarised that not all Members agreed with the mandate but the mandate would go forward and future discussions would be welcomed.

Mandate B21 Town and Community Councils – *Continue to consult with Town and Community Councils*

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The Head of Operations explained that officers had been working with Town and Community Councils individually to discuss the initiative. Schedules of services at risk had been provided.

Where appropriate, "dual hatted" members declared personal, non-prejudicial interests as members of their respective town or community councils".

A Member, wished to express that the ongoing dialogue was welcomed and the efforts of officers were appreciated.

The Leader wished to thank Town Councils and Community Councils who had committed and entered into dialogue. It was felt that a cluster of discussions needed to be encouraged and a maturation of debate needed to manifest.

A Member suggested that it would be helpful if it was explained what services would be unable to continue, if Town and Community Councils were not to provide the help required. It was confirmed that the information was available.

A Member expressed that he was unable to support due to the complexity of the issue. It was questioned where the Town and Community Councils would otherwise get the funding, suggesting there would be an increase in Council Tax. The Leader highlighted that the Town and Community Councils were accountable for some services and they needed to make decisions themselves as to whether services would continue.

A Member expressed that clusters were a good way to move forward, and it had worked well in the Severnside area.

It was noted that the mandate had also been in place last year but had not been achieved. The Cabinet Member felt confident that it could be achieved this year with the uptake of Town and Community Councils.

The Leader expressed that the expectation was a saving of £400,000, and the reality was that where this was not made service areas would be trimmed. The collaborative approach in communities was considered the best way to devolve responsibility and provide opportunity. It was important as an Authority to help facilitate the mature discussions needed.

We heard from the Head of Operations that both Town and Community Councils were contributing to or taking on services. There was an awareness of the issue, and Raglan had been very pro-active in moving this forward.

It was noted that Chepstow had made strides forward in taking responsibility for services. It was felt that it would be helpful if an indication whether efforts made were in line with what MCC were expecting.

Members expressed there was a need for better communication.

In summary, the Chairman noted that overall the mandate would be accepted, but Members were looking for continuity with Town and Community Councils where all were on a level playing field.

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The meeting ended at 1.05 pm

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MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of Economy and Development Select Committee held
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Tuesday, 5th January,
2016 at 12.00 pm

PRESENT: County Councillor S. Jones (Chairman)
County Councillor S. White (Vice Chairman)

County Councillors: D. Edwards, D. Evans, B. Hayward and
A. Wintle

Also in attendance County Councillor(s): D. Blakebrough, A. Easson,
R. Harris, J. Higginson, S. Howarth, P. Murphy, V. Smith, F. Taylor and
P. Watts

OFFICERS IN ATTENDANCE:

| | |
|------------------|---|
| Hazel Ilett | Scrutiny Manager |
| Nicola Perry | Democratic Services Officer |
| Peter Davies | Head of Commercial & People Development |
| Mark Hand | Head of Planning |
| Deb Hill-Howells | Head of Community Led Delivery |

APOLOGIES:

County Councillor J. Prosser
Roger Hoggins – Head of Operations

1. Declarations of Interest

There were no declarations of interest made by Members.

2. To consider a call-in in relation to the Cabinet Decision dated 2nd December 2015 'Sale of Old County Hall site, Croesyceiliog - Revised bids'. The following papers are attached for Members consideration:

The Chair welcomed all present and introduced the following officers from Torfaen County Borough Council:

| | |
|------------------|----------------------------|
| Robert Murray | Principal Planning Officer |
| Adrian Wilcott | Principal Planner |
| Victor Mbvundula | Asset and Disposal Manager |

The Chair advised that the meeting had been convened to consider a Call-in request in respect of the Cabinet decision taken on 2nd December 2015 in respect of 'The sale of the old County Hall site, Croesyceiliog – revised bids'.

The Scrutiny Manager advised the Committee on the process as outlined in the Constitution. The purpose was to consider the appropriateness of a decision that had already been taken by the Executive, a decision that had been called-in by Members. Members were advised that the Committee was not able to make a decision themselves but were able to do one of the following:

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1. Accept the Cabinet's decision.
2. Refer the matter back to Cabinet for re-consideration (with reasons).
3. Refer the matter to Council for consideration.

The Chair invited Members who requested the call-in to briefly outline their reasons for calling in the decision. The following points were noted:

- Members requested assurance that the best deal for Monmouthshire had been negotiated, particularly in respect of the value of the land. MCC own half the land, alongside Torfaen County Borough Council and had paid half the demolition and negotiation costs but Members were concerned that we were not receiving half the land value.
- There were concerns that TCBC would be in receipt of Section 106 funds and long term revenue through Council Tax, but MCC share of the land value was reducing.
- There were concerns surrounding the market value of the land due to changes since the original bid, referring to the Police Headquarters site and the removal of the ancient woodland status.
- Reference was made to the benefit in kind from the planning application.
- Concerns were raised that the negotiations started in February had now ceased and new report had come forward referring to a new bidding process for the site.
- There were concerns that the increase in site, including the woodland, had not gone to full tender, which may have attracted more interest.
- There were concerns that there was no mention in the report that MCC would pick up the legal bill from TCBC.
- The value of the site was gauged by the developer having taken into account Section 106 and affordable housing requirements and under the current proposal MCC would receive 50% of the net value of the site, not gross value. TCBC would not only benefit from the capital receipt, but also from up to 66 affordable homes and Section 106 agreements.
- Members requested complete clarity on the costs incurred.

The Chair invited the Cabinet Member to provide a response.

The Cabinet Member thanked Members for the questions and advised that the position with regards to the transaction had been set out at the beginning of the period when the site was to be disposed of. It had been determined that MCC would be responsible for the demolition of the site and TCBC for the marketing and disposal of the site, which had been reasonable as the site was situated within Torfaen. Officers from TCBC were invited to respond to the Members questions during which time the following points were made:

- With regards to the value of the land, we were informed that TCBC had first started working with colleagues from Gwent Police as the allocation in the LDP was for both sites. Following a number of meetings the situation changed significantly with the introduction of the Police and Crime Commissioner. MCC and TCBC had then had to decide whether they were prepared to wait for the review or to proceed and market the site. The decision to market the one site was taken as it may have been two or three years until the decision was made to include the Police site.
- The offer put forward at this point was considerable higher than previously and officers were comfortable with the offer to both councils.

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- TCBC Policy Planners advised that in terms of the woodland, it would not increase the development area, there would still be a need for wildlife, as well as sound barriers from the dual carriageway.
- The Section 106 policy was thought to be fully justified and were the same standard regulations as MCC.
- Officers expressed that as the site was situated in Torfaen the effects of that development would be in that localised area.

The Head of Planning of MCC clarified that the Section 106 was not a financial benefit to Torfaen but money that had to be spent to offset the infrastructure development costs, and to extend the school for an increase in the number of children.

The Chair invited comments from Members of the Economy and Development Select Committee.

A Member questioned if both authorities were involved with the original negotiations. We heard that offers had been received and based on initial discussions, a preferred bidder had been recognised. The outcome of this meeting would determine if both authorities would enter into detailed negotiations.

The Head of Community Led Delivery assured Members that the management of the project was in conjunction with Monmouthshire and Torfaen. The Head of Operations for MCC sits on the project board and officers were comfortable with the process.

A concern was raised that MCC were picking up additional expenses through the demolition, and TCBC were picking up the benefits.

The Head of Community Led Delivery advised that all costs had been equally split. MCC had managed the demolition contract through the Property Services team which had been offset with Torfaen 50% funding of the costs. It was expressed that it was important to understand that we would only ever receive the net developer value. Torfaen Officers referred to the CIL charges being introduced in Torfaen, which would reduce the capital receipt. The Head of Planning agreed that depending on the levy set by Torfaen, the planning contributions could be higher and therefore land receipts lower.

A Member highlighted that the reason for the call-in was to establish if MCC was receiving the best value for the site because if the benefits in kind. There was a concern that the when the decision to sell the site was made Torfaen were working under a different LDP, and there had been a far lower requirement for social housing than the 30% being discussed presently. Officers responded that the 30% figure had been in place since 2011 and had been fully justified and scrutinised.

The Head of Community Led Deliver explained that the actual land value was based on what we are able to realise in terms of the market, abnormal development costs and planning gain costs would be deducted to give the net value of the site. Without the planning consent we would not achieve the net value. The net value has to include the planning costs.

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A Member referred to a statement in the Torfaen report that referred to the area of woodland. It was noted that the buffer for the woodland had reduced to 10 metres for woodland, which would increase the developable area.

A Member raised concerns with reference to fairness and stated that negotiations had devalued the land and MCC residents may have the view that MCC was subsidising a Torfaen development. It was questioned that as TCBC would gain from the benefit of an increase in Council Tax, if there was room for negotiation to agree to transfer an agreed amount of money on completion of the development. In response TCBC officers advised that as a planning authority Torfaen treated all landowners consistently. The Cabinet Member advised that the suggestion would be impossible to achieve within the legal framework.

A Member requested clarification on the total costs to date incurred in the disposal and demolition jointly, and MCC alone.

It was confirmed that the outline planning application covering the whole site had been withdrawn after a period of time and had not been fully granted. The Section 106 would need to be signed in a timely manner and was therefore not granted at that time. Members requested confirmation on the date of withdrawal and amount of the Section 106.

In order to assure Members of the costs to Monmouthshire to date officers would ask the Head of Operations to provide further information.

Members reiterated that there had been a lack of Member input with reference to negotiations.

The Chair advised the Committee that following the detailed discussion, Members needed to consider the way forward it was necessary to choose one of the following options:

1. Accept the Cabinet's decision,
2. Refer the matter back to Cabinet for re-consideration, with reasons,
3. Refer the matter to Council for consideration.

It was proposed, and duly seconded that the decision be referred back to Cabinet for re-consideration. Upon being put to the vote, the proposal was carried.

We resolved that the 'Sale of Old County Hall Site – revised bids' be referred back to Cabinet for re-consideration.

The meeting ended at 1.35 pm

SUBJECT: Quarter 2 Performance Report: Improvement Objectives and Outcome Agreement

MEETING: Economy and Development Select Committee

DATE: Thursday 11th February 2016

DIVISIONS/WARDS AFFECTED: All

1. PURPOSE

- 1.1 To present quarter 2 performance data for the Improvement Objectives and Outcome Agreement objectives which are under the remit of Economy and Development Select Committee:

Improvement Objective 3: We want to enable our county to thrive. (Appendix A)

Improvement Objective 4: Maintaining locally accessible services (Appendix B)

Outcome agreement Theme 3: Poverty and material deprivation (Appendix C)

- 1.2 To present the latest performance against wider key national performance indicators that are under the committee's remit (Appendix D)

2. RECOMMENDATIONS

- 2.1 That members scrutinise the performance achieved and impact made, particularly in areas that fall under the committee's remit, to assess progress and performance against the objectives.
- 2.2 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.

3. KEY ISSUES

- 3.1 The Outcome Agreement and the Improvement Objectives have a different focus:

Improvement Objectives

- 3.2 Improvement Objectives are set annually by the Council to deliver on priorities. Despite objectives being focused on the long term the specific activities that support them are particularly focussed for the year ahead.
- 3.3 Activity that contributes to the delivery of some objectives cross cuts Select Committee remits and these have also been reported to the other relevant committee(s). Therefore it is suggested members particularly focus their scrutiny on the activity relevant to the committee with consideration of its contribution to the objective as a whole.
- 3.4 This Improvement Objectives will be evaluated at the end of the year (2015/16) based on the council's self-evaluation framework, as set in the Improvement Plan 2015-17. Performance against them will be reported to Select Committee and in the Stage 2 Improvement Plan published in October each year.

Outcome Agreement

- 3.5 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 Programme for Government. The current agreement covers the period from 2013 to 2016. The council has previously been awarded full payment each year.
- 3.6 In the summer of 2015 the Welsh Government announced the final year of funding for performance in 2015-16 would no longer be attached to performance in the Outcome Agreement and would be rolled directly into the Revenue Support Grant for 2016-17. This means that payment for performance against the targets in the agreement for 2015-16, being discussed by members today, is assured. However given the importance placed on the agreement as part of the council's performance framework to contribute to delivering the outcomes set it is important to continue to monitor performance against the agreement for its final year.
- 3.7 The Outcome Agreement is evaluated annually using the Welsh Government scoring mechanism, Table 1. Outcome Agreement Theme 3 - has been scored as Fully Successful – 2 points.

| Table 1: Outcome Agreement Scoring | |
|---|---------------------|
| Definition | Points award |
| Fully Successful | 2 |
| Partially Successful | 1 |
| Unsuccessful | 0 |
| To be fully successful the Outcome Agreement must achieve at least 8 points from a possible 10 across the 5 themes within the agreement | |

- 3.8 For the Outcome Agreement as a whole, the performance across all five themes indicates that MCC would be "Fully Successful" at the end of the year based on scoring 9 points out of a possible 10. This is the last year of the Outcome Agreement. The end of year report, as well as focussing on progress in 2015/16, will provide an evaluation of the progress and impact made since the agreement was implemented in 2013.
- 3.9 Appendix D sets out further Key Performance Indicators that are in the National Performance indicator set used by Welsh Government and are under the committee's remit. The primary purpose is to highlight the performance achieved so far in 2015/16. In some cases this may result in duplication of indicators already included in other sections of the report. Where indicators relate to the performance of services that are under the remit of more than one committee these will also be reported to the other relevant committee(s).

4. REASONS:

- 4.1 To ensure that members have an understanding of performance against these areas of work and are able to scrutinise them to ensure a rigorous focus on improvement and delivering its priorities of education, support for vulnerable people, support for enterprise and job creation and maintaining locally accessible services.

5. AUTHORS:

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Appendix A

| | | | | | |
|--|------------------|--|--|--|-----------------|
| MCC Improvement Objective 3: We want to enable our county to thrive | | | | | |
| Council Priority: Supporting business & job creation | | | Single Integrated Plan Outcome: Business and enterprise & protect and enhance the environment | | |
| What the Single Integrated Plan identifies that we will contribute to | | | Why have we chosen this? | | |
| <p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better paid local employment opportunities • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. • Retain more of the spend of visitors, citizens and businesses within Monmouthshire. <p>To enhance and protect our environment we need to:</p> <ul style="list-style-type: none"> • Produce less waste and recycle more. | | | <p>This objective aligns closely with the single integrated plan for Monmouthshire. For our county to thrive we need to continue to work with our residents, invest in communities and base our delivery on 'what matters' to people in their communities. Shaping our approach like this will help us to meet needs and expectations of our residents and join up our services to make more efficient use of increasingly limited resources.</p> <p>The objective brings together three inter-related elements of our approach; supporting and encouraging enterprise and job creation, whole place area delivery and minimising the impact on the environment.</p> | | |
| Overview | | | | | |
| <p>A community governance review has been completed. Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. Promotion of high speed broadband across the County for both businesses and communities has been undertaken. In total 80 Expressions of Interest to the Superconnected Cities Voucher Scheme have now been received, although this is below the number targeted.</p> <p>The recycling review is currently being finalised and will determine the Council's long term recycling strategy. The recycling rate is broadly in line with the rate achieved in the previous year and is projected to be in line with or slightly below the 63% achieved last year, the landfill rate has continued to decrease. The pollinator policy continues to be implemented with an increase in pollinator friendly plants planted and further areas of open space and highway verges that have reduced cutting frequencies. Placement opportunities for young people leaving the looked after system are being considered with partners.</p> | | | | | |
| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
| Complete a review of community governance and develop a Whole Place Plan for Lower Wye. | September 2016 | <p>Milestone: Community Governance review completed.</p> <p>Milestone: Whole Place plan completed and approved by cabinet.</p> | A community governance review has been completed and Cabinet have agreed the format. A members seminar is being held in November for members to better understand and agree some of the recommendations before the Community Governance review goes to Full Council to adopt and implement. | <p>The Community Governance review will help clarify structures and align process and delivery frameworks to support community governance.</p> <p>The community in Lower Wye have been engaged to start the development of a long term vision and clear and connected priorities for local action in their area.</p> | On target |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
|---|-------------------|---|---|--|------------------|
| | | | <p>Work has commenced on developing a plan for Lower Wye through engagement with key community groups.</p> | | |
| <p>Continued delivery and development, working with partners, of the Monmouthshire Business and Enterprise business support package including; support, signposting, training, events and development of a web portal to assist pre start and existing business in Monmouthshire.</p> | <p>Ongoing</p> | <p>Measure: The number of new business start-ups supported.</p> <p>Measure: The number of jobs created following assistance.</p> | <p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire. This is evidenced by 57 business start-ups being supported so far in 2015/2016 which is on track against the annual target of 75.</p> <p>A new Monmouthshire Business and Enterprise website has been launched including a section offering guidance on “Starting & Growing Your Business” – www.monmouthshire.biz</p> <p>The fourth Monmouthshire Business Awards took place in October 2015. The Business Awards were attended by 355 guests.</p> | <p>So far assistance from Monmouthshire Business Enterprise and partners has helped create 87.5 jobs against an annual target of 180. It has also safeguarded 121 jobs. Four larger pipeline projects that are being supported when completed will increase the number of jobs created. Some of these may be completed following the end of the year and would therefore be included in next years jobs created figures.</p> <p>There were a total of 99 entrants for 11 award categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p> | <p>On target</p> |
| <p>Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities, including promotion of the Superconnected Cities voucher scheme to businesses and launch of a dedicated</p> | <p>March 2016</p> | <p>Milestone: Establish a baseline of business premises that have high-speed broadband.</p> <p>Measure: Total number of premises with access to high-speed broadband.</p> <p>Measure: The number of businesses that submitted an Expression</p> | <p>Following the approval of the Monmouthshire Broadband report by Cabinet in March 2015 the following activities have been undertaken to maximise the opportunities available:</p> <p>A SMART communities and Digital Access Manager has been appointed to coordinate activity and maximise impact.</p> <p>Continued promotional activity to support the Super-connected Cities voucher Scheme.</p> | <p>In total 60 Expressions of Interest to the Superconnected Cities Voucher Scheme have now been received, with 27 vouchers being awarded. 11 expression of interests have been received in the year, a total of 50 were targeted. In October 2015 the Government’s Broadband Connection Voucher Scheme was fully committed and closed to new applicants.</p> | <p>On target</p> |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
|---|---------------|--|--|--|-----------|
| website for information on broadband and mobile infrastructure opportunities. | | of Interest to the Superconnected Cities Voucher Scheme. | <p>Local promotion and maximisation of the WG ICT exploitation programme</p> <p>A funding application to the new RDP for an urban/rural skills programme.</p> <p>Completion of a Digital Monmouthshire section for Residents, Businesses and Investors on the new Monmouthshire Business and Enterprise website – www.monmouthshire.biz . This provides up to date information on the progress of the Superfast Cymru rollout and raises awareness of new services, the benefits of improved broadband and opportunities to access digital skills training.</p> | Through the continued roll out of high-speed broadband there has been an increase in the total number of premises with access to high-speed broadband to 32,900. | |
| Complete the Monmouthshire recycling service review. | December 2015 | <p>Measure: Percentage of waste that is recycled</p> <p>Measure: Percentage of waste that is sent to landfill.</p> | <p>The initial findings of the review were presented to cabinet in December 2014. The recycling review is currently being finalised and will be submitted for Select Committee Scrutiny in January 2016 and cabinet approval in March 2016.</p> <p>Once complete the recycling review report will determine the Council's long term recycling strategy.</p> | <p>Monmouthshire residents continue to recycle and compost their waste helping the Council achieve a recycling rate of 64.7% (Q2 – provisional data) which is broadly in line with the rate achieved in the previous year. This rate will decrease in the autumn and winter months, at present performance is projected to be in line with or slightly below the 63% achieved last year. The Welsh Government target for the year is 58%.</p> <p>The landfill rate has continued to decrease to 12.4% (Q2 – provisional data) due to the continued use of energy from waste and is projected to achieve the targeted rate for 2015/16.</p> | On target |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress | | |
|---|------------|---|--|---|-----------------------|------------------------|---------------------|
| Continue the implementation of the pollinator policy which involves reducing the number of cuts to grassed areas and verges, where safe to do so, and planting of annual wildflower displays. | Ongoing | Measure: Area of grass verges planted with pollinator friendly plants Measure: Area of land with reduced cuts per year to support vegetation growth. | Working with Bee Friendly Monmouthshire and local community councils a total of 37,303m ² of pollinator friendly plants have been planted in 2015. An increase from 28,846m ² in 2014. In addition to planting seeds, the frequency of cuts to areas of grassland that are not already being used for sport or other activities, has been reduced to encourage flowering species to grow. The total area of open space and highway verges that had reduced cutting frequencies has increased to 333,439m ² . | This is helping turn Monmouthshire into a friendlier place for bees and other pollinating insects and in addition to creating a more biodiverse county will save £30,000 a year | On target | | |
| Create employment opportunities for young people leaving the looked after system. | March 2016 | Measure: Percentage of young people who were formerly in care who are in employment or training at the age of nineteen. | Children's Services employ two apprentices as our Children in Care Council apprentices. Placement opportunities for young people leaving the looked after care system has been raised with partners at the LSB with a view to exploring what opportunities they can offer. | The apprentices have established and are developing our children in care council to represent the views of children and young people who are/have been in care to improve services. So far this year the percentage of care leavers who are in employment or training at the age of nineteen is 33%. | On target | | |
| How will we know the difference it has made | | | 2013/14 | 2014/15 | 2015/16 Target | 2015/16 | Trend |
| Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners | | | 103 | 122 | 75 | 57 | On target |
| Number of new jobs created where assistance was provided by Monmouthshire Enterprise and Partners | | | 124 | 311 | 180 | 87.5 | In line with target |
| Percentage of municipal waste collected that is sent to landfill | | | 34.2% | 18.1% | 17.5% | 12.4% (Q2 Provisional) | Improved/ On target |

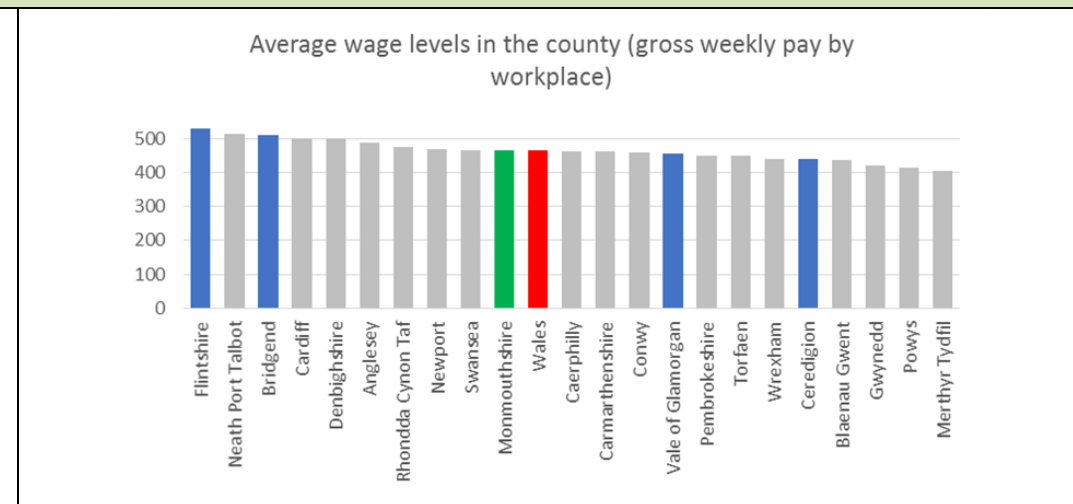
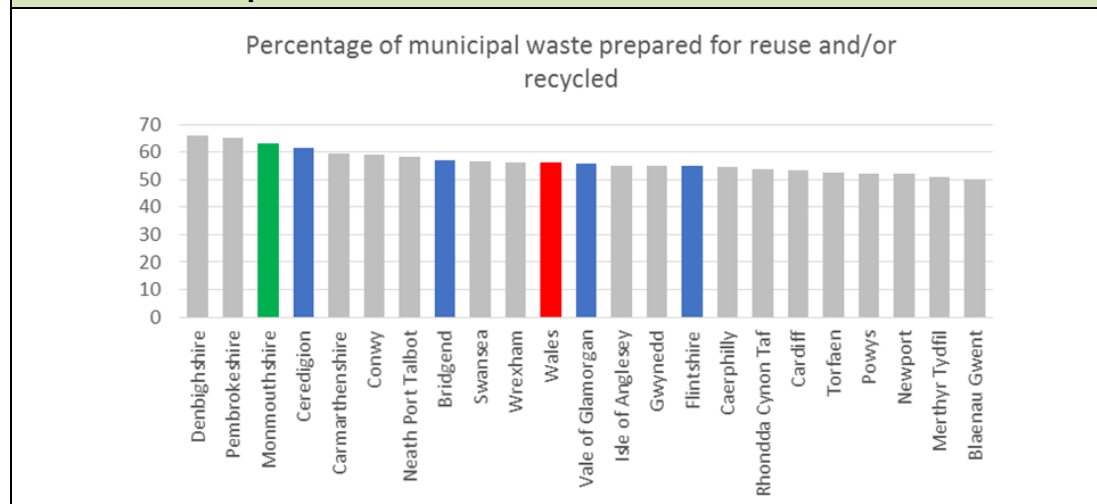
| How will we know the difference it has made | 2013/14 | 2014/15 | 2015/16 Target | 2015/16 | Trend |
|---|----------------------|-----------------------|-----------------------|------------------------|---------------------------------|
| Percentage of municipal waste that is prepared for reuse or recycled | 62.9% | 63.3% | 63% | 64.7% (Q2 Provisional) | Maintained/ in line with target |
| Total number of premises with access to high-speed broadband ⁱ | - | 25,500 | 35,500 | 32,900 | On target |
| The number of businesses that submitted an Expression of Interest to the Superconnected Cities Voucher Scheme | Scheme not available | 49 | 50 | 11 | Behind target |
| The area of grass verges planted with pollinator friendly plants | 0 | 28,846m ² | 35,000m ² | 37,303m ² | Improved/ On target |
| The area of land with reduced cuts per year to support vegetation growth | 0 | 100,563m ² | 200,000m ² | 333,493m ² | Improved/ On target |

| Longer Term Measures | 2013/14 | 2014/15 | 2015/16 Actual |
|---|---------|---------|----------------|
| Average wage levels in the county (gross weekly pay by workplace) ⁱⁱ | £427 | £466 | N/A |
| Number of active enterprises per 10,000 population aged 16-64 ⁱⁱⁱ | 660 | 679 | 699 |
| Unemployed persons as a percentage of those Economically Active ^{iv} | 5.1% | 4.9% | 4.7% |
| Percentage of working residents who work within Monmouthshire ^v | 58.6% | 55.1% | N/A |

Partners we are working with?

Community and Town Councils, local citizens, local community groups, businesses along with national and international organisations and our key partners such as Aneurin Bevan University Health Board, Gwent Police and Housing Associations

How do we compare?



Appendix B

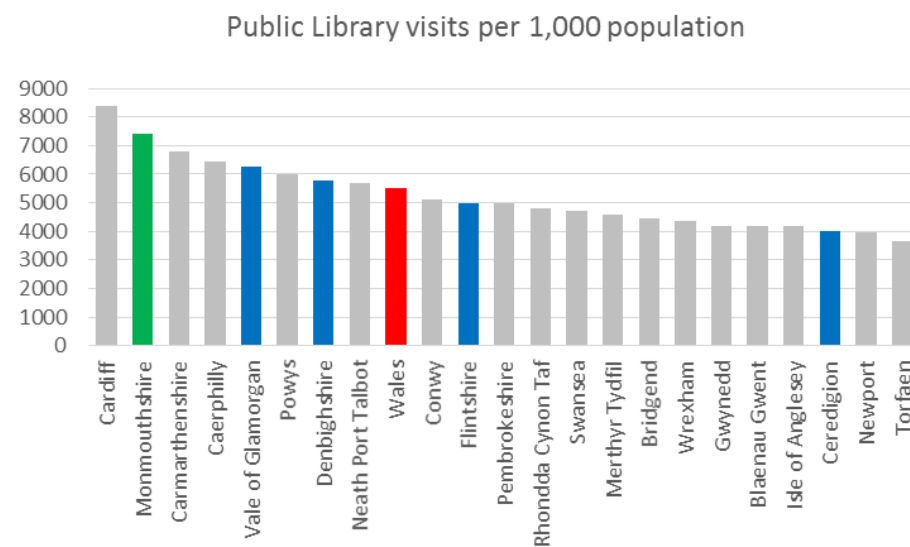
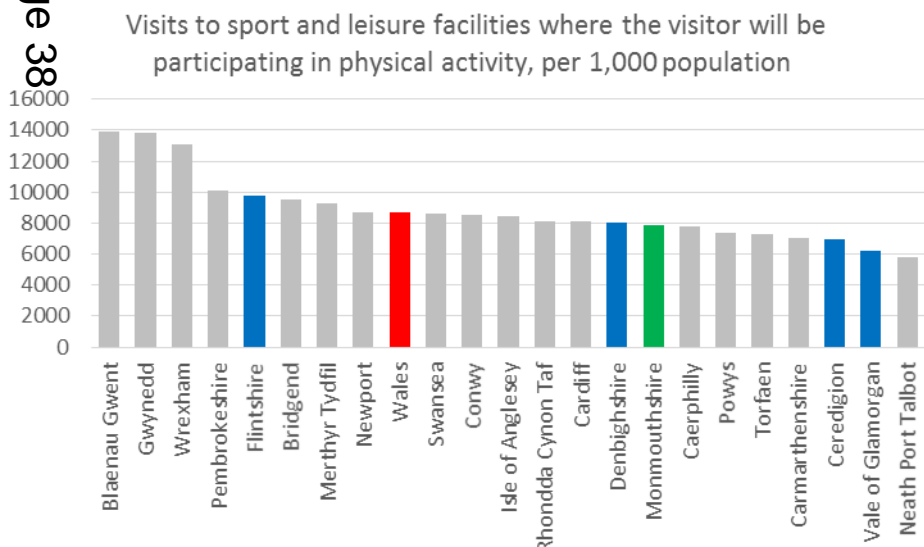
| | | | | | |
|---|--|---|---|---|-----------------|
| MCC Improvement Objective 4: Maintaining locally accessible services | | | | | |
| Council Priority: Maintaining locally accessible services | | | Single Integrated Plan Outcome: People have good access and mobility and People protect and enhance the environment | | |
| What the Single Integrated Plan identifies that we will contribute to | | | Why have we chosen this? | | |
| <p>For people to have good access and mobility, we need:</p> <ul style="list-style-type: none"> To ensure rural communities have good access to services <p>To enhance our environment, we need:</p> <ul style="list-style-type: none"> To enable people to enjoy more of Monmouthshire. To realise the potential to partner-up with neighbouring destinations. Better use of natural assets for outdoor pursuits and activities | | | <p>The political administration's Continuance Agreement makes it clear that while there are tough choices to be made in the next two years the council will seek to ensure all valued services survive whether they are best placed to be provided by the council or other organisations.</p> | | |
| Overview | | | | | |
| <p>Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk. The effect of the hubs in their first 10 months of operation will be evaluated at the end of the year. The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. Leisure centres have continued to promote and market their service to achieve a balanced budget, forecasts indicate a slight decrease in visitor numbers overall. The school sport survey has shown an Increase in Children "Hooked on Sport for Life" in Monmouthshire to 49%.</p> <p>The Rural Development Plan 2014-2020, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects and applications are being invited for this funding. Work on a volunteering framework is helping develop a clear and consistent approach to volunteering and is enabling volunteering provision and opportunities to be more joined up.</p> | | | | | |
| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
| Establish five community hubs which bring together libraries and one-stop-shops; | <p>Caldicot, Chepstow, Monmouth and Usk September 2015</p> <p>Abergavenny September 2016</p> | <p>Milestone: Operating Hub models in Caldicot, Chepstow, Monmouth and Usk</p> <p>Measure: The number of library materials issued</p> | Community Hubs, combining One stop shops and library services have been established in Caldicot, Chepstow, Monmouth and Usk in line with the milestone agreed. | The trend for a reduction in Library materials issued is projected to continue this year, at quarter 2 the projection is 5112 issues per 1000 of the population. Although, there has been increased use of download services which are 26% up on the same period last year. Visits to libraries at quarter 2 are projected be slightly lower than in the previous year. | On target |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
|--|-----------|---|--|--|-----------|
| | | Milestone: Operating Hub model in Abergavenny. | | <p>Virtual visits to libraries are continuing to increase in line with previous years, and are up 14% on same period last year.</p> <p>The impact of the hubs established in their first 6 months of operation will be able to be evaluated at the end of the year.</p> | |
| <p style="text-align: center;">Page 35</p> <p>Complete a review of Monmouthshire County Council's core cultural services and attractions</p> | July 2015 | Milestone: The review is completed and the outcome options of the review presented to members | <p>The initial review of the Council's core cultural services and attractions has been concluded and the report has been presented to Economy and Development Select committee in September 2015.</p> <p>The Cultural Services review has been expanded to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. In recognition of the need 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.</p> <p>A team has been established to look at alternative models available to take this forward.</p> | <p>The review has identified a need to rationalise the current working model and improve practices within the Culture Service area. Including the need to recognise the wider options for innovation and collaboration and commercial opportunities that exist.</p> <p>The expanded review will seek new options and opportunities that must be identified for the wider set of services. This will not only need to meet the Council's priority of maintaining locally accessible services but will also meet the needs of the community.</p> | On target |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
|---|-------------------|---|---|--|---------------|
| <p>Continue to operate 4 leisure centres by maximising their commercial potential.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 36</p> | Ongoing | Measure: Number of visits to sport and leisure centres. | <p>A sales and marketing plan has continued to be implemented across all four leisure centres. Memberships of leisure centres have continued to be maintained during the year. The overall budget for leisure and fitness at month 6 is forecast to be £35,000 short of the overall annual budget.</p> <p>The service continues to focus on promoting its whole offer to ensure a balanced end of year position.</p> | <p>Enhancing the potential of leisure centres will help promote participation and physical activity. Half year visitor numbers indicate a slight decrease for the whole year to 7112 per 1000 population. Although visits are expected to increase in the next 6 months due to seasonal club bookings. The target for the year was set lower based on the impact of the new school rebuilding on Monmouth leisure centre.</p> <p>Participation figures from the school sports survey undertaken in 2015 shows 49% of children are physically active (Hooked on sport for life). This is an improvement from 42% in 2013.</p> | Behind target |
| Identify Rural Development Plan (RDP) programmes for the next funding period 2014-2020. | July 2015 onwards | Milestone: Local action group agree the projects that will be funded. | <p>Cabinet approved the Vale of Usk Local Development Strategy in July 2015. This is based around five themes developed following consultation with rural communities; adding value to local identity and natural and cultural resources; facilitating pre-commercial development; business partnerships and short supply chains; exploring new ways of providing non-statutory local services; renewable energy at community level and exploitation of digital technology.</p> <p>Since the approval and launch in July 2015 the Local Action Group is</p> | <p>For the 2014-2020 period the Vale of Usk Local Action Group, covering the rural wards of Monmouthshire and Newport, have been awarded £2.8M for rural projects.</p> <p>The projects agreed by the Local Action group will ensure this funding is targeted at projects for rural communities in line with the five themes.</p> <p>Performance will be measured using the RDP LEADER Performance Framework which is expected to be issued by the end of November 2015.</p> | On target |

| What will we do? | Timescale | How we will measure success | What have we done? | What difference has it made? | Progress |
|---|----------------------|--|---|---|------------------|
| | | | <p>requesting projects under all five themes and, following the completion of an initial expression of interest, projects will be invited to apply for funds where appropriate. Support to develop projects will come from the Authority's established RDP delivery team.</p> | <p>Quarterly updates will report the outputs that have been achieved although these are likely to be low during 2015/16 as it will take time for the programme to develop and delivery to be achieved.</p> | |
| <p>Page 3</p> <p>Establish a coherent and consistent volunteer framework for the authority.</p> | <p>December 2015</p> | <p>Milestone: Volunteer strategy developed.</p> <p>Milestone: Outcomes framework developed to measure the impact of volunteering on communities.</p> | <p>The volunteer strategy is being drafted in liaison with relevant groups. An integral part of this will be an accompanying outcomes framework, parts of which are currently being piloted in some volunteer settings.</p> <p>To understand the extent of volunteering across the Council a mapping exercise was completed which gives a baseline as well as specific information on volunteer activity. This identified a demand for two key improvements that have been made:</p> <p>The development of a staff tool kit to clarify information, procedures and processes on volunteering</p> <p>A Volunteer Network for Coordinators within the council has been established to share best practice and identify where support is required.</p> | <p>This work is enabling a clear and consistent approach to volunteering and is enabling volunteering provision and opportunities to be more joined up.</p> <p>Volunteer programme coordinators are now being supported to achieve the level of standards set out in the Toolkit.</p> <p>While support is also being provided to volunteers, this includes safeguarding training that has been delivered so far to 54 volunteers in regulated activity.</p> | <p>On target</p> |

| How will we know the difference it has made | 2013/14 | 2014/15 | 2015/16 Target | 2015/16 Actual | Progress |
|---|-----------------|---------|----------------------|-----------------------------|---------------|
| Number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity | 8,099 | 7,893 | 7,600 | 3,556 (7,112-projection) | Behind target |
| Number of library materials issued, during the year, per 1,000 population | 5,828 | 5,553 | 5,555 | 2556 (5,112 projection) | Behind target |
| Longer Term Measures | 2013/14 | | 2014/15 | 2015/16 Actual | |
| Percentage of children who are physically active (hooked on sport for life) | 42% | | Completed biannually | 49% | |
| Total number of tourists per year ^{vi} | 2,052,500 | | 2,100,000 | N/A | |
| Income generated from tourism per year ^{vii} (£ millions) | £169.66 million | | £173.15 million | N/A | |
| Partners we are working with? | | | | | |
| Welsh Government, Newport City Council, The European Agricultural Fund for Rural Development, Housing Associations, Gwent Association of Voluntary Organisations (GAVO) | | | | | |
| How do we Compare? | | | | | |



Appendix C

| | |
|---|---|
| Outcome Agreement Theme | Theme 3: Poverty and material deprivation |
| Monmouthshire Theme(s) | People are confident, capable and involved & Our County Thrives |
| Wales Programme for Government Theme & Outcome | Poverty and material deprivation |
| MCC Projected Score 2015/16 | <p>Fully Successful – 2 points as based on data available at quarter 2. Some data is only available annually, including on wage levels in the County and so this may impact on the scoring level of this theme.</p> <p>The Acorn service has continued to provide evidence based parenting programmes across the county. Reported parenting skills and confidence for parents on the Acorn project are above targets, but remain below the levels achieved in the previous year. The Enterprise strategy is being delivered providing a programme of business support, networking and facilitation and new businesses supported to start up is projected to meet targets. Anti-poverty programmes continue to be delivered and work is underway to complete an antipoverty action plan. The Flying Start Scheme, including parenting programmes and early language development continue to be delivered. The measurement of the scheme as part of the theme has been updated to better reflect what the service is trying to achieve. Compared to 2014/15 there has been a reduction in 2 and 3 year olds on the flying start team who are reaching or close to their development milestones.</p> |
| Why we have chosen this objective | |
| <p>Our Single Integrated plan identifies:</p> <p>To better support our families we need:</p> <ul style="list-style-type: none"> • To support our families earlier to prevent them becoming more vulnerable. • Better co-ordinated support which can react more quickly. • Good access to financial support and advice. <p>To access practical and flexible learning we need:</p> <ul style="list-style-type: none"> • Improved access to parenting skills. • Improved access to education for vulnerable groups. <p>To enable business and enterprise to prosper in Monmouthshire, we need:</p> <ul style="list-style-type: none"> • Better paid local employment opportunities. • To build on the services already being provided by Monmouthshire Enterprise and its partners to support the growth of new and existing enterprises. | |

| During the term of the agreement we will: | What have we done so far? | What difference has it made so far? | Progress |
|---|---|--|---------------|
| Deliver the Flying Start Scheme, including parenting programmes and early language development | <p>102 children have benefitted from Flying Start nursery provision in 2015/16.</p> <p>The Incredible years Infant and Toddler programmes continue to be delivered each term in each of the three Flying Start areas of Abergavenny, Caldicot and Monmouth.</p> <p>Early language development support to eligible young children continues to be provided. Children in receipt of the support now also receive an early language play plan within their childcare setting.</p> | <p>At quarter 2 2015 70% of children on the flying start scheme reached or were close to their development milestones at 2 years, which is below the target of 86% and performance achieved in the previous year.</p> <p>79% of children on the Flying Start scheme reached or were close to their development milestones at 3 years. This is below the target of 85% and performance achieved in the previous year.</p> <p>Any decline in assessment scores can be due to a range of factors, individual child development, family background or lack of engagement in the programme. Also, this can be influenced by new children entering the programme in expansion areas, here they may have received an assessment without any prior intervention.</p> | Behind Target |
| Deliver the Acorn Project to families in need, including parenting support and early years support. | <p>The service has continued to provide evidence based parenting programmes across the county for children from birth to 12 years with 7 in total completed so far in the year.</p> <p>The service has continued to offer bespoke packages of care in the community to families with children 0-3 years.</p> <p>So far this year 10 informal structured parenting groups have been delivered.</p> <p>The project offers childcare alongside all programmes to encourage attendance.</p> | <p>By the second quarter 2015/16 88% of parents reported an improvement in parenting skills and 86% reported improved confidence in supporting their children after receiving Acorn Project support. This was above the targets set but a decline from performance achieved in the previous year.</p> <p>100% of parents reported an improvement in their child's development.</p> | On target |

| During the term of the agreement we will: | What have we done so far? | What difference has it made so far? | Progress |
|--|---|---|-----------|
| Continue to assist pre start and existing business in Monmouthshire to access support through Monmouthshire Enterprise and other partners. | <p>Monmouthshire Business and Enterprise continue to enhance their work with partners to develop a pipeline for pre-start businesses in Monmouthshire and to support the growth of existing businesses. This is evidenced by 57 business start-ups so far in 2015/2016 which is on track against the annual target of 75.</p> <p>The fourth Monmouthshire Business Awards took place in October 2015</p> | <p>So far assistance from Monmouthshire Business Enterprise and partners has helped create 87.5 jobs. It has also safeguarded 121 jobs. Four larger pipeline projects that are being supported when completed will increase the number of jobs created. Some of these may be completed following the end of the year and would therefore be included in next year's jobs created figures.</p> <p>There were a total of 99 entrants for 11 award categories at the business awards. The Awards promoted new and existing business success and Monmouthshire as the place to set up business.</p> | On target |
| Develop an Enterprise Strategy | <p>The Monmouthshire Business Growth and Enterprise Strategy is being delivered focused on three strategic priorities:</p> <ul style="list-style-type: none"> • Supporting business growth • Encouraging inward investment • Growing Entrepreneurs <p>Specific progress includes:</p> <ul style="list-style-type: none"> • Appointment of a Business and Enterprise Manager, Strategic Investment and Funding Manager and SMART communities & Digital Access Manager. • Development of a Business Growth & Enterprise web portal, providing a toolkit for businesses at: www.monmouthshire.biz • Development of an Action Plan for Growing Entrepreneurship. • Continued promotional activity to support the Super-connected Cities voucher Scheme, the WG ICT exploitation programme and the new | <p>The strategy provides a programme of business support, networking and facilitation which will help unlock the potential for growth in the County.</p> <p>In total 60 Expressions of Interest to the Super-connected Cities Voucher Scheme have now been received, with 27 vouchers being awarded.</p> <p>Through the continued roll out of high-speed broadband there has been an increase in the total number of premises with access to high-speed broadband to 32,900.</p> | On target |

| | | | |
|--|---|--|-----------|
| | WG Superfast Business Wales face to face support programme. | | |
| During the term of the agreement we will: | What have we done so far? | What difference has it made so far? | Progress |
| Develop and implement an anti-poverty strategy | <p>We have developed an Anti-Poverty Programme of Intent which highlights the key anti-poverty themes of the Single Integrated Plan. We have nominated a corporate champion, established governance arrangements and set key performance indicators to measure progress:</p> <ul style="list-style-type: none"> ○ Preventing Poverty ○ Helping People into Work ○ Jobs Creation ○ Mitigating the Impact of Poverty <p>We have consulted with the Chairs of the Key LSB partnership groups and have set up a Tackling Poverty Group to review, implement and monitor the Tackling Poverty Action Plan.</p> <p>We continue to deliver three of Welsh Government's flagship programmes responding to the anti-poverty agenda:</p> <p>Flying Start supports families with children under 4 years of age in selected areas (based on deprivation) of Abergavenny, Caldicot, Chepstow and Monmouth.</p> <p>Families First which has been re-commissioned to focus on needs and directly aligns to the Single Integrated Plan. Our Projects include:</p> | <p>This is on-going work that enables us to map provision and develop partnerships with the community, service providers, the third sector and employers. It ensures that tackling poverty is a cross-cutting theme as set out in the Single Integrated Plan and directed through the Local Service Board Partners.</p> <p>In relation to children and young people, the Flying Start and Families First programmes work closely together to ensure seamless universal support for all children (0-4) and not just those living in designated Flying Start areas.</p> <p>Increasingly, Families First and Supporting People commissioners are working together to ensure a joined up approach and increasing awareness of the range of projects that exist to prevent and mitigate the impact of poverty.</p> <p>This approach is helping to ensure alignment of tackling poverty programmes and linking closely to statutory services and the third sector.</p> | On target |

| During the term of the agreement we will: | What have we done so far? | | | | What difference has it made so far? | | Progress |
|--|--|----------------|----------------|----------------|-------------------------------------|------------------------|---|
| | <ul style="list-style-type: none"> • Acorn Project and Watch, Wait and Wonder • Joint Assessment Family Framework • Face 2 Face Counselling • School / Home Family Support • Families Matter Project • Inclusive Projects aimed at working with children with disabilities <p>Supporting People projects provide advice and support to vulnerable adults to live independently in their own homes as well as supported living projects, hostels and safe accommodation.</p> | | | | | | |
| How much did we do? | 2012/13 Actual | 2013/14 Actual | 2014/15 Actual | 2015/16 Target | 2015/16 Actual | RAG & Trend | Comment |
| Number of children benefitting from Flying Start nursery provision | 82 | 119 | 158 | 150 | 102 | N/A | This indicator records the actual numbers eligible for Flying Start sessions on the register. In this sense the number is subject to fluctuations and the authority has no control over it. The measure therefore gives context but doesn't measure how many engage in the programme. |
| Percentage of Flying Start funded childcare sessions attended | 73% | 70% | 69% | 75% | 72% | Improved/ below target | This measure will supplement the above measure to capture the number of funded sessions that are actually attended by eligible children. |

| How well did we do it? | 2012/13 Actual | 2013/14 Actual | 2014/15 Actual | 2015/16 Target | 2015/16 Actual | RAG & Trend | Comment |
|--|----------------|----------------|----------------|----------------|----------------|------------------------|---|
| Number of new business start-ups where assistance was provided by Monmouthshire Enterprise and Partners | 60 | 103 | 122 | 75 | 57 | On target | The 2015/16 target is based on external market factors that influence development times for projects and knowledge of existing pipeline projects. |
| Percentage of children on the Flying Start scheme reaching, exceeding or within one age band below the developmental norm at 24 months | 85% | 80% | 85% | 86% | 70% | Declined/ below target | Any child scoring below in their SoGS will receive a Play Plan when childcare commences. |
| Percentage of Acorn Project parents who report improved parenting skills | 79% | 88% | 90% | 85% | 88% | Declined/ on target | In 2013-14, 133/151 parents who returned the distance travelled questionnaires showed a positive impact. In 2014-15 this figure was 202/224. So far in 2015-16 the figure is 52/59 parents. |
| Is anyone better off? | | | | | | | |
| Percentage of Acorn project parents who report improved confidence as a parent | 79% | 83% | 92% | 83% | 86% | Declined/ on target | In 2013-14, 126/155 parents who returned the distance travelled questionnaires showed a positive impact. In 2014-15 the figure was 240/262. So far in 2015-16 the figure is 51/59 parents |
| Percentage of children on the Flying Start scheme aged 23-25 months who were more than one age interval below the developmental norm who show an improvement at 35 – 37 months | 63% | 71% | 80% | 65% | | | Some of the children assessed at 2 years of age may not continue to be with the programme at 3 years of age and therefore this reduces the number of children picked up in the indicator. Due to this, the measure has been replaced in 2015/16 with the measure below. |

| Is anyone better off? | 2012/13 Actual | 2013/14 Actual | 2014/15 Actual | 2015/16 Target | 2015/16 Actual | RAG & Trend | Comment |
|--|-------------------------|-------------------------|-------------------|-------------------|-------------------|------------------------------|---|
| Percentage of eligible children reaching, exceeding or within one age band below the developmental norm at 36 months | 92% | 80% | 81% | 83% | 79% | Declined/ Below target | Replacement measure |
| Proportion of children living in low income families | 12.5% (2011 data) | 11.9% (2012 data) | Not available | 12.2% | Not available | N/A | The latest available data produced by HMRC is for 2012. Based on available data there has been an improvement (decline) from 13.1% in 2010 to 11.9% in 2012 |
| Average wage levels in the county (gross weekly pay by workplace) | £438 | £427 | £466 | £475 | Not available | N/A | |

Appendix D

| Ref | Definition | 2013/14 | 2014/15 | 2015/16 Target | 2015/16 Q2 | 2015/16 RAG Trend | Quartile 2014/15 | Wales Average 2014/15 | Wales Rank 2014/15 |
|-------------------------|--|---------|---------|----------------|-------------|-------------------|------------------|-----------------------|--------------------|
| PSR/004 | The percentage of private sector homes that were returned to occupation through direct action by the local authority | 4.66 | 10.27 | 11 | Annual data | | Upper Middle | 11.8 | 8 |
| PLA/006b | The percentage of all additional housing units provided during the year that were affordable. | 31 | 53 | Not Set | Annual data | | Top | 41.3 | 3 |
| CAM/037 (New indicator) | The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres | N/A | N/A | Not set | Annual data | | N/A | N/A | N/A |
| LCS/002 | The number of visits to leisure centres during the year per 1,000 population where the visitor will be participating in physical activity | 8,099 | 7,893 | 7,600 | 7,112 | | Lower Middle | 8662 | 15 |
| LCL/001b | The number of visits to public libraries during the year, per 1,000 population | 7,270 | 7,434 | 7450 | 7,213 | | Top | 5526 | 2 |
| PPN/009 | The percentage of food establishments which are 'broadly compliant' with food hygiene standards | 91.2 | 93.9 | 93 | Annual Data | | Lower Middle | 94.2 | 12 |

ⁱ Data provided by BT

ⁱⁱ ONS, Annual Survey of hours and earnings. Median earnings in pounds for employees who work in Monmouthshire. This based on place of employment not place of residence; therefore this is likely to include a mix of people who live outside as well as inside Monmouthshire. NOMIS Official labour market statistics - www.nomisweb.co.uk

ⁱⁱⁱ Stats Wales, [Active Business Enterprises](#) per 10,000 population by area and year. Data relates to previous calendar year, e.g 2014/15 is 2013 calendar year data.

^{iv} NOMIS Official labour market statistics, obtained from NOMIS Local authority profile at <https://www.nomisweb.co.uk> , All people - Economically active - Unemployed (Model Based) for Monmouthshire

^v Stats Wales, [Detailed commuting patterns](#) in Wales by Welsh local authority

^{vi} Based on annual calendar year data produced by STEAM

^{vii} Based on annual calendar year data produced by STEAM. Income is indexed using the Retail Price index therefore data from 2012 is revised from £163.33 and 2013 from £165.08.

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| | |
|----------------------------------|---|
| SUBJECT: | Strategic Risk Assessment 2015 |
| MEETING: | Economy and Development Select Committee |
| DATE: | Thursday 11th February 2016 |
| DIVISIONS/WARDS AFFECTED: | All |

1. PURPOSE:

- 1.1 To provide members with an overview of the current strategic risks facing the authority as provided in appendix 1.

2. RECOMMENDATIONS:

- 2.1 That members consider the strategic risks presented for the next three years, in particular those of relevance to the committee and scrutinise the extent to which:
- all relevant risks facing the authority are appropriately captured,
 - the level of risk applied is appropriate based on the matrix in the council's risk management policy and guidance (appendix 2) and
 - mitigating actions are proportionate and appropriate
- 2.2 That members use the risk assessment on an on-going basis to hold the responsibility holders to account to ensure that risk is being appropriately managed.
- 2.3 Use the risk assessment to inform the future work programme of the committee.

3. KEY ISSUES:

- 3.1 The risk assessment ensures that:
- Strategic risks are identified and monitored by the authority.
 - Risk controls are appropriate and proportionate
 - Senior managers and elected members systematically review the strategic risks facing the authority.
- 3.2 The existing risks on the Strategic Risk Assessment have been updated based on evidence available in 2015, as presented at Appendix 1. Changes to the council's risk management policy were approved by Cabinet in March 2015. These are:
- including pre-mitigation and post-mitigation risk scores, this was also a key recommendation from scrutiny of the 2014 risk assessment
 - ensuring greater clarity to the phrasing of risk so that each statement includes an event, cause and effect as shown below:

| Event | Cause | Effect |
|--|--|--------------------------------------|
| Risk of...Failure to...Lack of ...Loss of...Uncertainty of ...Inability to...Delay in... | Because of...Due to...As a result of... | Leads to...and/or... result in... |

- 3.3 The risk assessment only covers high and medium level risks. Lower level operational risks are not registered unless they are projected to escalate within the three years covered. These need to be managed and monitored through teams' service plans. The pre and post mitigation risk levels are presented separately. In most cases mitigating actions result in a change to the likelihood of the risk rather than the consequences as our actions are generally aimed at reducing the chance of a negative event occurring rather than lessening it's impact. Clearly there will be exceptions.
- 3.4 Following presentation to select committees, the risk assessment will be presented to Cabinet for sign off.
- 3.5 The risk log is a living document and will evolve over the course of the year as new information comes to light. The risk assessment appended was scrutinised by the other three Council Select Committees in December 2015, since then some risks have been revised as new evidence has become available, while other risks will now need further development in light of new evidence. An up-to-date risk log is available to members on the Council's intranet - The Hub. This will ensure, as well as the ongoing specific scrutiny of the risk assessment annually, that select committees are able to re-visit the information at any point in the year to re-prioritise their work plan as appropriate.

4. REASONS:

- 4.1 To provide timely and contributory information to the authority's performance management framework in ensuring that the authority is well-run and is able to contribute to achieving sustainable and resilient communities.

5. AUTHORS:

Richard Jones, Policy and Performance Team

6. CONTACT DETAILS:

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Appendix 1

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|----------|--|---|-------------------------------|------------|--------|------------|---|--|--------------------------------|------------|--------|------------|----------------------|----------------|------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| 1 new | The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan. | <p>While work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, these are often only looking 2-3 years ahead which will mean the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term.</p> <p>The Council's partnership administration continuance agreement sets clear priorities and performance expectation in line with these resource priorities, this only extends to 2017.</p> <p>The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe.</p> <p>Lack of understanding of the future model of the organisation means it is difficult to develop consistent Workforce planning, preparing a workforce plan for the authority is a proposal for improvement from Wales Audit Office Annual Improvement report 2014/15.</p> | 2015/16 | Unlikely | Major | Low | <p>The Budget setting process has set a number of guiding Principles to help focus the process of developing budget savings.</p> <p>In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year (2016-17) for budget consultation with Members, the public and community groups. Work is continuing on the need to address the longer term issue of a reducing resource base. Further work is continuing on proposals to address the savings in the latter years of the MTFP.</p> | <p>To develop and specify the business model for the authority in the long term.</p> <p>Ensure the Council's key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model.</p> <p>Extend planning timelines for council's key strategic documents to ten years.</p> | 2015/16 | Unlikely | Major | Low | Paul Matthews | Peter Fox | All |
| | | | 2016/17 | Possible | Major | Medium | | | 2016/17 | Unlikely | Major | Low | | | |
| | | | 2017/18 | Possible | Major | Medium | | | 2017/18 | Unlikely | Major | Low | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|---|-------------------------------|------------|--------|------------|--|--|--------------------------------|------------|--------|------------|----------------------|----------------|------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| 2 | Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand | <ul style="list-style-type: none"> - From April 2016/2017 we have to make savings of £6.319m. We have looked at making savings amounting to £4.176m. We still have a gap of £1.743m to close and we need to continue to look at ways to do this. These are on top of the £5.8m savings we are working on to achieve the 2015/2016 budget. - This is after several years of reducing budgets (over £22 million in last 5 years) resulting in achieving further savings becoming increasingly more challenging. - At Month 6 of the 2015/16 budget the bottom line situation is a £1,066,000 (0.7%) potential overspend. In October 2015 the MTFP had modelled budgetary pressures up to 2019/20 of £6.5million. - A range of services have identified demand for services is increasing including planning, housing and public protection. - A range of services have identified the risk of not complying with legislative changes for example Welsh Language Standards. - An ageing population and complexity of demand in children's services will place increased pressure on services. - Children's services is forecast to overspend by £1.1M | 2015 /16 | Unlikely | Major | Low | <p>In January 2015 council agreed the Medium Term Financial Plan (MTFP) to set the 2015/16 budget with a 4.95% increase in council tax and a small contribution from reserves of £40,000. This includes £4.8million of specific saving initiatives identified for 2015/16.</p> <p>Work has continued to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered as part of the MTFP. The effect of the roll forward of the model, revised assumptions and pressures a revised gap of £11 million over the period of the plan 2016/17 – 2019/20 at October 2015</p> | <ul style="list-style-type: none"> - Continue to develop Budget Mandates to deliver savings for April 2016/17 onwards. - Monitor progress against existing mandates that are part of the MTFP and report progress to Cabinet and Select Committee quarterly. - Develop a recovery Plan for the current year revenue budget 2015/16 - Engage with the public, members and community groups on emerging proposals for the 2016/17 MTFP. - Agree proposals to balance the MTFP in 2016/17 to 2018/19 taking into account the need to match the expected performance targets with adequate resources. - Consider how best to use capacity fund and any external funding sources to supplement the change programme required - Ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed - Review contractual arrangements to balance stability, value for money & risk - Implement a three year service and financial plan in children's services to ensure the service is able to deliver a balanced budget and continue to develop workforce practice. | 2015 /16 | Unlikely | Major | Low | Joy Robson | Phil Murphy | All |
| | | | 2016 /17 | Possible | Major | Medium | | | 2016 /17 | Unlikely | Major | Low | | | |
| | | | 2017 /18 | Possible | Major | Medium | | | 2017 /18 | Unlikely | Major | Low | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|---------|--|--|-------------------------------|------------|-------------|------------|--|--|--------------------------------|------------|-------------|------------|----------------------|----------------|---|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| 3 | A failure to meet income targets could lead to unplanned changes in other services or a call on reserves to balance the budget. | <ul style="list-style-type: none"> - An increasing number of services have stretching income targets as part of their budgets. - Some services have limited skills and experience of income generation. - Other programmes can impact on planned savings targets for example the loss of income from the swimming pool in Monmouth as a result of school rebuild. - 48% of the income related mandated budget savings for 2015/16 are forecast to be achieved at month 6. | 2015/16 | Likely | Moderate | Medium | An income generation strategy has been agreed by Cabinet | <ul style="list-style-type: none"> - Continue to Monitor the delivery of budget proposals agreed as part of the 2015/16 budget - Implement the income generation strategy. Use the ideas listed in the appendix to the income generation strategy to explore if there is any scope to increase income for the future years in the MTFP. - Develop a Recovery plan of alternative savings to present to members to agree at Cabinet in December 2015 | 2015/16 | Likely | Moderate | Medium | Joy Robson | Phil Murphy | All |
| | | | 2016/17 | Likely | Substantial | Medium | Roll of communications and engagement team has been broadened to include marketing. | | 2016/17 | Possible | Substantial | Medium | | | |
| | | | 2017/18 | Likely | Substantial | Medium | Fixed term appointment of marketing officer made to support service delivering budget mandates. e.g. school meals | | 2017/18 | Possible | Substantial | Medium | | | |
| 4a | Potential that the authority is unable to deliver its new schools capital programme due to capital receipts not generating the required income | <ul style="list-style-type: none"> - There are forecast delays in capital receipts from 2015/16 to future years. At month 6, £5.2 million of the £10.2million capital receipts originally forecast to be delivered in the year (2015/16) are forecast to be achieved. - Reduction in capital budget | 2015/16 | Possible | Major | Medium | The Asset Management Plan was agreed by Cabinet in November 2014 providing a clear strategy and plan for the management of the council's property and land assets. | <ul style="list-style-type: none"> -Implement the Asset Management Plan as the structure to effectively manage property assets that the Council owns or occupies aligned to key corporate priorities and service needs -Ensure resource is available to maintain sale of assets -Development of the strategic use of Community Infrastructure Levy when available - Further refinement of priority assessments in the property and infrastructure budgets to ensure all pressures have been considered and ranked. | 2015/16 | Possible | Major | Medium | Deb Hill-Howell | Phil Murphy | Economy and Development Strong Communities |
| 2016/17 | Possible | Major | Medium | 2016/17 | Possible | Major | | | Medium | | | | | | |
| 2017/18 | Likely | Major | High | 2017/18 | Possible | Major | | | Medium | | | | | | |
| 4b | Pressure on capital budget from 21 st Century schools programme will impact on other areas requiring capital investment. | <ul style="list-style-type: none"> - Ambitious 21st Century Schools programme and need to provide Welsh medium education - The core programme has been constrained in order to enable the new schools programme to be funded. - A number of significant pressures are documented that are not currently funded. - In the event of emergency pressures resources will have to be diverted due to lack of capacity in the capital budget - Highways and property surveys highlight significant capital demand which is presently unfunded. | | | | | | | | | | | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|--|-------------------------------|------------|-------------|------------|--|--|--------------------------------|------------|-------------|------------|-------------------------------|------------------|------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| 5 | Potential that the Council does not make sufficient progress in areas of weakness identified by regulators leading to underperformance | <p>- Following a positive performance trajectory over the past three years it will be challenging to deliver further improvements against key performance indicators.</p> <p>- Latest published WAO Annual Improvement Report highlighted "...that it is uncertain whether Monmouthshire will comply with the requirements of the Local Government Measure during 2015-16" a significant factor in this conclusion was that the Council's education services for children and young people still require special measures.</p> | 2015 /16 | Unlikely | Substantial | low | <p>Worked With the Ministerial Recovery Board to address recommendations in the 2013 Estyn Report and we have seen marked improvements in performance from Foundation Phase to Key Stage 4.</p> <p>We have strengthened our performance management processes and introduced further self-evaluation arrangements</p> | <p>- Manage our actions in response to Estyn, CSSIW and WAO via existing mechanisms.</p> <p>- Report Proposals for improvement and overview of performance arrangements to audit committee.</p> <p>- Complete a review of our self-evaluation procedure and implement any changes to the process to ensure that performance is evaluated and any problems are identified and acted upon.</p> | 2015 /16 | unlikely | Substantial | Low | Sarah McGinness & Will McLean | Peter Fox | CYP |
| | | | 2016 /17 | Possible | Substantial | Medium | | | 2016 /17 | Unlikely | Substantial | Low | | Geoff Burrows | |
| | | | 2017 /18 | Possible | Substantial | Medium | | | 2017 /18 | Unlikely | Substantial | Low | | Liz Hackett-Pain | |
| 6a | Potential for significant harm to vulnerable children or adults due to factors outside our control. | <p>- The likelihood of this occurring in a given year is low. However the significant harm that can occur due to factors that are outside our control mean that this will always be a risk.</p> <p>- In 2013, Estyn made safeguarding one of six recommendations. However, as a result of the recent monitoring visit Safeguarding was judged by Estyn to be "Good" and the authority has been removed from Special Measures.</p> | 2015 /16 | Possible | Major | Medium | <p>We have strengthened our safeguarding arrangements in both Adults and Children's Services.</p> <p>We commissioned Ellis Williams to produce a report on our Safeguarding arrangements and are addressing his findings via the corporate coordinating group along with responding to performance issues in line with the WAO generic safeguarding study.</p> | <p>- Continually monitor and evaluate process and practice and review accountability for safeguarding</p> <p>- Deliver actions set in service plans for POVA and Safeguarding</p> <p>- Ensure that robust systems are in place within the authority to respond to any concerns arising from allegations or organised abuse</p> <p>- Implement second phase of the SAFE process</p> | 2015 /16 | Possible | Major | Medium | Tracy Jelfs/ Julie Boothroyd | Liz Hackett Pain | CYP Adults |
| | | | 2016 /17 | Possible | Major | Medium | | | 2016 /17 | Possible | Major | Medium | | Geoff Burrows | |
| | | <p>- Volunteering is increasingly part of meeting community needs and it is important to have consistency across the LA in the use of volunteers particularly in respect of HR practices and training.</p> | 2017 /18 | Possible | Major | Medium | <p>We have raised awareness of safeguarding across the authority and its partners.</p> <p>The authority has given a clear strategic accountability for safeguarding to the chief officer for SC&H by incorporating the responsibility for safeguarding.</p> | <p>- Drive the strategic agenda and the associated programme of activities for safeguarding through the Corporate Coordinating Group including undertaking a second review of safeguarding policy and continuing to promote and</p> | 2017 /18 | Possible | Major | Medium | | | |
| 6b | Potential for significant harm to vulnerable children or adults due to failure of services and/or partners to act accountably for safeguarding | | | | | | | | | | | | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|---|-------------------------------|------------|--------|------------|---|---|--------------------------------|------------|--------|------------|----------------------|------------------|------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| | | | | | | | Similarly safeguarding has been added to the role title of the Cabinet member. We have Implemented a quality assurance framework (SAFE - Self-assessment framework for evaluation) | review safe recruitment practices. - Ensure safeguarding is reflected in all council service improvement plans and in roles / responsibilities as appropriate. | | | | | | | |
| 7 | Failure to meet the needs of individual learners may result in them not achieving their full potential. | - Gap in attainment between ‘all pupils’ and those eligible for Free School Meals has narrowed in some key stages but remains a concern. - Variation in standards across schools - Poor leadership, management, capacity and performance in some schools - Unsustainable provision to meet the demand for Welsh Medium education provision and Estyn noted that performance in Welsh first language in the authority’s two Welsh medium primary schools is generally weak. - Not achieving the number of A* and A grades amongst the cohort of more able and talented pupils Estyn identified: - Evaluation of progress and actions to be taken by the school and EAS are generally not clear enough to record school progress - Notes of monthly meetings do not provide enough detail about the quality of support and challenge in individual schools or identify specific actions for follow up to identify the key areas of | 2015 /16 | Possible | Major | Medium | Following the Monitoring visit in November 2015, Estyn has judged that Monmouthshire County Council’s education services for children and young people has made strong progress in addressing two of the six recommendations arising from the inspection of November 2012, and satisfactory progress in addressing the other four and concluded that the authority is no longer in need of special measures The review of Additional Learning Needs strategy and policy continues. . We have defined our working relationship with the EAS to ensure: <ul style="list-style-type: none"> That the gap in performance between pupils receiving free school meals and those not receiving free school meals is narrowed Greater scrutiny of the Pupil Deprivation Grant (PDG) expenditure to tackle the impact of poverty on pupil learning and performance Better targeted intervention in schools based on a better | -Ensure a continued focus on the issues referenced in the Estyn monitoring visit letter in January 2016 -Improve the quality of self-evaluation in the CYP directorate. - Ensure that the Additional Learning Needs review delivers a sustainable, adequate and appropriate support to pupils with Additional Learning Needs - Ensure the commissioned arrangements with the EAS address the authority’s concerns in challenging and supporting schools - Deliver the Welsh Education Strategic Plan in collaboration with neighbouring authorities | 2015 /16 | Unlikely | Major | Low | Sarah Mc-Guinness | Liz Hackett Pain | CYP |
| | | | 2016 /17 | Possible | Major | Medium | | | 2016 /17 | Unlikely | Major | Low | | | |
| | | | 2017 /18 | Possible | Major | Medium | | | 2017 /18 | Unlikely | Major | Low | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|---|--|-------------------------------|------------|-------------|------------|---|--|--------------------------------|------------|-------------|------------|----------------------|----------------|-------------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| | | strength and priorities for improvement in each school. | | | | | <p>understanding of individual pupils potential.</p> <ul style="list-style-type: none"> Improving categorisation of schools in line with the national model resulting in more appropriate challenge and support to schools to drive up standards in leadership and performance | | | | | | | | |
| 8a | Potential that council services, including schools do not have the necessary ICT infrastructure meaning they are unable to maximise their offer to service users or learners needs. | <p>- The SRS review has identified scope for improvement and greater realisation of opportunities for its partner bodies.</p> <p>- Schools and the EAS depend on reliable equipment and support from the SRS to implement systems for pupil tracking and to meet curriculum needs.</p> <p>- The Wales Audit Office Annual Improvement report 2014/15 identified the Council is developing its Information Technology arrangements in order to support its strategic vision but more work needs to be done.</p> | 2015/16 | Likely | Substantial | Medium | <p>Officers have now completed the SRS review, and it has been scrutinised by MCC's Economy and Development Select and Audit Committees.</p> <p>Member organisations now agree an annual commissioning document with the SRS, detailing the individual services to be bought in from the SRS.</p> <p>Linked to the Council's Asset Management plan a whole authority review has been undertaken of network infrastructure and will be updated alongside the acquisition or disposal of buildings</p> <p>The council has approved a business case for £885,000 of investment in schools ICT infrastructure, bringing it up to a common standard and platform commensurate with the 21st century schools programme and WG aspirations for connectivity.</p> <p>Agreement has now been reached with all but three schools signing up to the SRS Service Level Agreement (SLA), and a</p> | <p>-Work with the SRS Board to implement the findings of the review specifically around: finance and the core service, governance and cultural and identity</p> <p>Following the approval of the SRS strategy in November 2015, develop a strong business plan, aligning with the strategy and MCC's direction of travel.</p> <p>Work with the SRS to further strengthen business continuity arrangements within the SRS. The review date is January 2016</p> <p>Report to cabinet in January 2016 and Council on the viability of the investment.</p> <p>Implement phase 1 of the ICT in schools improvements, upgrading equipment and infrastructure as well as implementing SIMS in the classroom. This first phase is due for completion in July 2016. Phase 2 will see the migration of school based server infrastructure up to the SRS over an 18 month period.</p> | 2015/16 | Likely | Substantial | Medium | Peter Davies | Phil Murphy | Economy and Development |
| | | | 2016/17 | Likely | Substantial | Medium | | | | | | | | | |
| | | | 2017/18 | Likely | Substantial | Medium | | | | | | | | | |
| | | | | | | | | | | | | | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee | |
|-----|--|--|-------------------------------|------------|-------------|------------|---|---|--------------------------------|------------|-------------|------------|----------------------|----------------|-------------------------|--|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | | |
| | | | | | | | recalculation of the SLA funding has been undertaken to ensure it is still viable. The SLA is still viable and it recommended that the programme of upgrading the ICT infrastructure proceeds. A report will be presented to cabinet and council in January 2016 that recommends they agree to continue with the phase 1 investment to upgrade ICT infrastructure in schools. | The revised SLA will become operational in April 2016 and is independent of the other two phases. | | | | | | | | |
| 85 | Insufficient ICT infrastructure and skills in the county have the potential to lead to social and economic disadvantages | <p>- Broadband ‘not spots’ remain in the county despite Monmouthshire being part of the roll-out of Superfast Cymru;</p> <p>-It is likely that 4-6% of our most rural areas will not be impacted by this roll out</p> <p>A significant skills issue exists in the County. 19% of households don’t have internet access and 20% (approximately 14,363) adults in Monmouthshire don’t use the internet¹.</p> <p>Monmouthshire residents have high demand for broadband services, Ofcom figures indicating a 74% adoption rate.</p> <p>Other drivers include the council needs to prepare for increased digital public service delivery, the implementation of the Online Universal Credit system, children’s learning opportunities and the provision of digital health care.</p> | 2015/16 | Likely | Substantial | Medium | <p>AB Internet have been awarded funding from UK Government to provide wireless broadband coverage to 1600 rural households and premises suffering from a poor broadband connection. The Council is working with AB Internet, the UK and Welsh Government to enable the delivery of the project albeit within a very tight timeframe.</p> <p>A Monmouthshire broadband mapping study identifying future opportunities was completed and presented to Cabinet in March 2015. This secured resources to ensure that the potential of Superfast Cymru and associated programmes identified are maximised for the benefit of Monmouthshire businesses and residents, including:</p> <ul style="list-style-type: none"> - Continued promotional activity to support the Super-connected Cities voucher Scheme. - Local promotion and maximisation of the WG ICT exploitation programme | <p>-Deliver the I County digital road map which has three main areas of focus:</p> <ol style="list-style-type: none"> 1) internal systems, processes, data and infrastructure 2) community, economic, business and education dimensions 3) opportunities for commercialisation <p>Promote the rollout and exploitation of high speed broadband across the County for both businesses and communities.</p> <p>A funding application to the new RDP for an urban/rural skills programme.</p> | 2015/16 | Likely | Substantial | Medium | Peter Davies | Phil Murphy | Economy and Development | |
| | | | 2016/17 | Likely | Substantial | Medium | | | 2016/17 | Likely | Substantial | Medium | | Bob Greenland | | |
| | | | 2017/18 | Likely | Substantial | Medium | | | 2017/18 | Possible | Substantial | Medium | | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|-----|--|---|-------------------------------|------------|-------------|------------|---|---|--------------------------------|------------|-------------|------------|-----------------------------|----------------|--------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| | | | | | | | <p>- Completion of a Digital Monmouthshire section on the new Monmouthshire Business and Enterprise website.</p> <p>By September 2015 32,900 premises in Monmouthshire have been enabled with high speed fibre broadband.</p> | | | | | | | | |
| 9 | Reductions in our workforce due to budgetary pressures will impact on our capacity to deliver transformational change and improve performance. | <p>- Our people are central to the success of our council and county. Organisational culture impacts on our ability to address future challenges and make sustained improvements in areas that require it.</p> <p>- Continued economic constraint and local government reform can impact on staff morale and service objectives.</p> <p>-The number of employees has reduced in recent years, the head count at 31st March 2015 is 3,849.</p> <p>- Corporate self-evaluation identified we need to do more to support staff</p> <p>- A range of services have identified risks to their capacity for service delivery.</p> | 2015/16 | Possible | Substantial | Medium | <p>The people and organisational development strategy was further developed following engagement with staff and was subsequently focussed on developing people within and outside the organisation.</p> <p>The Monmouthshire Minds group consisting of 60 members of staff were established to enable us to “test” the meaningfulness of the strategy; helping disseminate and promote involvement and publicise the staff survey.</p> <p>A staff survey has been completed and the findings used to inform the action plan as part of the People and Organisation Development Strategy.</p> <p>Based on feedback received, the staff appraisal process, check in check out, is being reviewed and further developed.</p> | <p>- Continue to engage with staff on the People and Organisational Development Strategy to ensure the strategy continues to focus on addressing identified needs.</p> <p>-Take forward the activities in the programme plan of the strategy which brings together the many facets of people and organisational development we run to provide support and development for people whether they are inside or outside of our organisation.</p> <p>- Implement the updated staff appraisal process, check in check out, across the organisation.</p> | 2015/16 | Possible | Substantial | Medium | Peter Davies | Phil Murphy | Strong Communities |
| | | | 2016/17 | Possible | Substantial | Medium | | | 2016/17 | Possible | Substantial | Medium | | | |
| | | | 2017/18 | Possible | Substantial | Medium | | | 2017/18 | Unlikely | Substantial | Low | | | |
| 10 | Not having appropriate governance mechanisms does not make it easy for communities to work with us when we are co-delivering and co- | Concerns on overlapping and complicated community governance structures have led to some dissatisfaction amongst community stakeholders. | 2015/16 | Possible | Substantial | Medium | A community governance review has been completed. A members seminar was held to discuss the suggestions in the Community Governance Review. | Council to consider and agree the community governance action plan endorsed by Cabinet in October 2015 to clarify structures and align process and delivery frameworks to support | 2015/16 | Possible | Substantial | Medium | Kellie Beirne / Will McLean | Phil Hobson | Strong Communities |
| | | | 2016/17 | Possible | Substantial | Medium | | | 2016/17 | Possible | Substantial | Medium | | | |

| Ref | Risk | Reason why identified | Risk Level (Pre – mitigation) | | | | Mitigation already undertaken | Future Actions and timescales | Risk Level (Post – mitigation) | | | | Service & Risk Owner | Cabinet Member | Select Committee |
|---------|--|--|-------------------------------|------------|-------------|------------|--|---|--------------------------------|------------|-------------|------------|----------------------|----------------|--------------------|
| | | | Year | Likelihood | Impact | Risk Level | | | Year | Likelihood | Impact | Risk Level | | | |
| Page 59 | developing services which will impact on our shared ability to deliver sustainable and resilient communities. | <p>There is a recognised disconnect between the process and delivery frameworks set up to support community governance.</p> <p>The Council works collaboratively to deliver a variety of services and is increasingly considering alternative delivery models to sustain services. The council has already agreed an approach to involving volunteers and community organisations.</p> | 2017/18 | Possible | Substantial | Medium | <p>A volunteer coordinator was appointed and is leading the council's <i>A County That Serves</i> volunteering programme that aims to support and enable volunteers.</p> <p>As part of the budget setting process a budget mandate proposal to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns has been developed.</p> | <p>community governance. Take the actions from the review to each locality for further development and consideration reflecting local needs and priorities.</p> <p>Continue to implement the "A County That Serves volunteering programme"</p> <p>Continue to implement the volunteer tool kit to clarify information, procedures and processes on volunteering</p> | 2017/18 | Unlikely | Substantial | Low | | | |
| 11 new | The current configuration of the recycling service becomes unviable because of legislation requirements and financial constraints. | <p>Monmouthshire does not currently collect recycling in line with the preferred Welsh Government method.</p> <p>The Welsh Government grant is being cut by 6.4% .</p> <p>An Increase in recycling costs, the potential Welsh Government grant reduction and growth in waste tonnages means the waste service has an existing £1.2 million total pressure modelled in the Medium Term Financial plan over 2016/17 and 2017/18.</p> | 2015/16 | Unlikely | Moderate | Low | A review of the Monmouthshire recycling service is currently being finalised. A preferred way forward has been identified, has been taken to Strong Communities Select Committee and will be reported to Cabinet in March 2016. | To complete the recycling review report to determine the Council's long term recycling strategy with cabinet approval in March 2016. | 2015/16 | Unlikely | Moderate | Low | Rachel Jowitt | Bryan Jones | Strong Communities |
| | | | 2016/17 | Likely | Substantial | Medium | | | 2016/17 | Unlikely | Substantial | low | | | |
| | | | 2017/18 | Likely | Substantial | Medium | On-going liaison with Welsh Government on the Environmental Grant funding, its importance to the service and positive impact it makes on the long term strategy. Waste pressures mandate of £1.2m has been accepted by Cabinet/Council meaning that the waste budget should not be at risk of failure in 2016-17 | To continue to liaise with Welsh Government on Environmental Grant funding. | 2017/18 | Likely | Substantial | Medium | | | |

Risk Matrix

The Council uses a 'traffic light' system of Red/Amber/Green associated with High/Medium/Low. A copy of the full policy and guidance is available to staff and members on [The Hub](#).

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

ⁱ Recent figures obtained from the 'Get Monmouthshire On Line'

Monmouthshire's Scrutiny Forward Work Programme 2015-2016

| Economy Select Committee | | | | |
|-----------------------------|--|--|------------------|---------------------------------|
| Meeting Date | Subject | Purpose of Scrutiny | Responsibility | Type of Scrutiny |
| 11th February 2016 | Events Strategy | To provide a performance update on the Eisteddfod and the Velothon. Future events strategy to return to the Committee. | Dan Davies | Policy Development |
| | Investment Property | Acquisition of investment properties - pre-decision scrutiny of the business case. | Deb Hill-Howells | Pre-decision Scrutiny |
| | Improvement Objectives, Outcome Agreements and Risk Management | <ul style="list-style-type: none"> Improvement Objective/Outcome Agreement Performance report on services falling under the Committees' remit. Discussion on future risk assessment process. | Richard Jones | Performance and Risk Monitoring |
| 3 rd March 2016 | Circuit of Wales Report | Pre-decision Scrutiny of the report. | Peter Davies | Pre-decision Scrutiny |
| | Contaminated Land Inspection Strategy | Invite Strong Communities ~ consider the strategy ahead of Cabinet in May. | Dave Jones | Pre-decision Scrutiny |
| 14 th April 2016 | Chief Officer Enterprise Annual Report *TBC* | Scrutiny of the performance of the directorate for the previous year. (May need to defer) | Kellie Beirne | Performance Monitoring |

Future Work Programme items:

- × **Car Parking** - Policy Review
- × **Shared Resource Service**
- × **Circuit of Wales**
- × **Alternative Service Delivery Model** - (Cultural Services, Leisure, Youth and other services as part of a wider review)
- × **I county** - Annual performance report
- × **CMC2** - Community Interest Company leading green and digital growth
- × **Leisure Services** - Annual performance report
- × **Broadband in Monmouthshire** - to return
- × **Regional Economic Planning and City Deal: Progress of the Cardiff City Region Board**

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Council and Cabinet Business – Forward Plan

Monmouthshire County Council is required to publish a Forward Plan of all key decisions to be taken in the following four months in advance and to update quarterly. The Council has decided to extend the plan to twelve months in advance, and to update it on a monthly basis.

Council and Cabinet agendas will only consider decisions that have been placed on the planner by the beginning of the preceding month, unless the item can be demonstrated to be urgent business

| Subject | Purpose | Consultees | Author |
|---|---|------------|--------------------------|
| 21ST JANUARY 2016 – COUNCIL | | | |
| Final Budget Proposals | | | Joy Robson |
| Council Tax Reduction Scheme 2016/17 | | | Ruth Donovan |
| Affordable Housing SPG | | | Mark Hand |
| Community Infrastructure Levy | | | Mark Hand |
| 27TH JANUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Allocation Policy – Amendment – Syrian Relocation | | | Ian Bakewell |
| 3RD FEBRUARY 2016 - CABINET | | | |
| Budget Monitoring report – month 9 | The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2015/16 financial year. | | Joy Robson/Mark Howcroft |
| Changes to school funding formula | To approve changes to the school funding formula for: Threshold payments, primary school | | Nikki Wellington |

| Subject | Purpose | Consultees | Author |
|--|--|------------|------------------|
| | top up and free school meal funding for primary schools. | | |
| New Monmouthshire Carers Strategy | | | Deborah Saunders |
| 10TH FEBRUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| | | | |
| 23rd FEBRUARY 2016 – SPECIAL COUNCIL | | | |
| SRS | | | Peter Davies |
| City Deal | | | Peter Davies |
| 24TH FEBRUARY 2016 – INDIVIDUAL CABINET MEMBER DECISIONS | | | |
| Usk Play Lottery bid | | | Tim Bradfield |
| Poplars Road | | | Peter Woodrow |
| Priory St & Agincourt proposed traffic regulation | | | Phaedra Cleary |
| Transfer of Post from Aneurin Bevan University Health Board to MCC | | | Bernard Boniface |
| Redundancy report | | | Ruth Donovan |
| Childcare Development Worker | | | Sue Hall |
| JAFF Project coordinator | | | Andrew Kirby |
| 2nd MARCH 2016 – CABINET | | | |
| Flexi retirement request | | | Ian Bakewell |
| NEET strategy | | | Tracey Thomas |
| Welsh Church Fund Working Group | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16 meeting 5 held on the 21 st January 2016 | | Dave Jarrett |
| 2015/16 Education & Welsh Church Trust Funds Investment & Fund Strategy | The purpose of this report is to present to Cabinet for approval the 2016/17 Investment and Fund strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2015/16 grant allocation to Local Authority beneficiaries of the | | Dave Jarrett |

| Subject | Purpose | Consultees | Author |
|--|--|-------------|----------------------|
| | Welsh Church Fund. | | |
| New Monmouthshire Carers Strategy (Adults) | | | Deb Saunders |
| Mounton House Formula Change | | | Nikki Wellington |
| Proposed closure of Llanfair Kilgeddin CIW VA Primary School (23 rd March) | | | Debbie Morgan |
| Proposed establishment of an ALN facility and reduction in the capacity at Monmouth Comprehensive School (23 rd March 2016) | | | |
| Mardy Park | | | Colin Richings |
| Proposed closure of Deri View | | | Debbie Morgan |
| Removal of post from CYP | | | Sharon Randall Smith |
| 9th MARCH 2016 – INDIVIDUAL DECISION | | | |
| Flexi retirement request | | | Ian Bakewell |
| | | | |
| | | | |
| 10th MARCH 2016 – COUNCIL | | | |
| Final Composite Council Tax Resolution | To set budget and council tax for 2016/17 | | Joy Robson |
| Treasury Management Strategy 2016/17 | To accept the annual treasury management strategy | | Joy Robson |
| | | | |
| The Future Food Waste Treatment Strategy: Outline Business Case & Inter Authority Agreement | for the Council to consider the inclusion of MCC in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract. | SLT Cabinet | Rachel Jowitt |
| The Future Food Waste | for the Council to consider the inclusion of MCC | SLT | Rachel Jowitt |

| Subject | Purpose | Consultees | Author |
|---|---|------------|----------------------------|
| Treatment Strategy: Outline Business Case & Inter Authority Agreement | in the Heads of the Valleys Anaerobic Digestion Procurement. To agree the Outline Business Case and the Inter Authority Agreement which commits the Council to the procurement and partnership and a 15-20 year contract. | Cabinet | |
| Waste Strategy | | | Carl Touhig/ Roger Hoggins |
| City Deal (TBC) | | | Peter Davies |
| 13TH APRIL 2016 - CABINET | | | |
| | | | |
| Welsh Church Fund Working Group | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 6 held on the 25 th February 2016 | | Dave Jarrett |
| Food Plan | | | Dave Harris |
| Community Coordination evaluation of pilot | | | Matt Gatehouse |
| APRIL 2016 – INDIVIDUAL DECISION | | | |
| SHG Programme | | | Shirley Wiggam |
| 4TH MAY 2016 - CABINET | | | |
| | | | |
| Welsh Church Fund Working Group | The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2015/16, meeting 7 held on the 24 th March 2016 | | Dave Jarrett |
| BUDGET MANDATE 2016/17 – PREPAREDNESS ASSESSMENT | To provide Cabinet with an assessment on the preparedness of services to deliver the 2016/17 budget mandates. | | Deb Mountfield |