MONMOUTHSHIRE: DRAFT DIGITAL DEPRIVATION ACTION PLAN

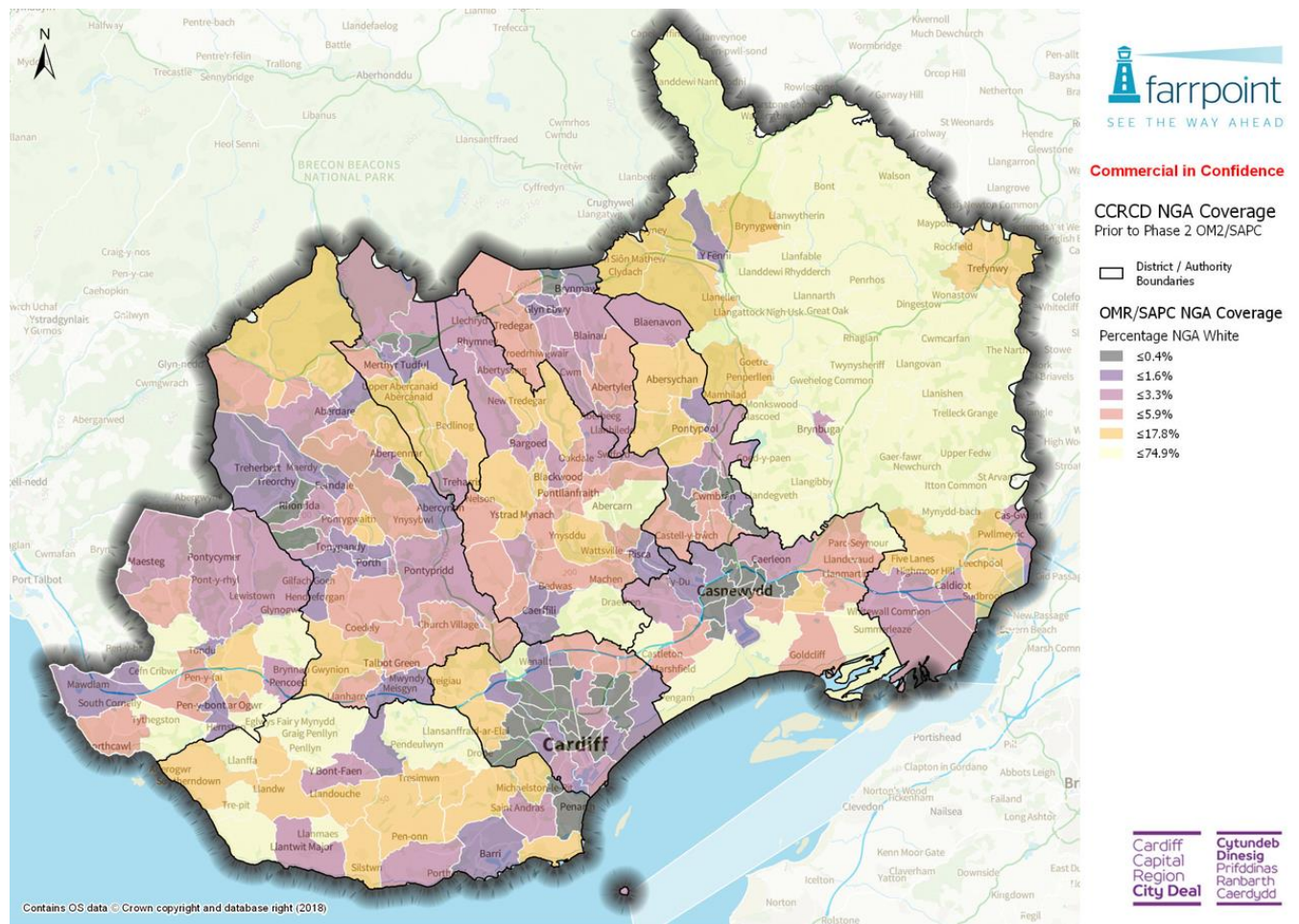**1.   Current Situational Analysis: What is the problem we are trying to solve?**

1.1   Monmouthshire County Council and Monmouthshire's residents feel that the delivery of the Superfast Cymru programme in Monmouthshire has not been seen as a priority area for Welsh Government given the sparsity of the population, the rurality of the landscape and the difficulty of the topography. As a Council, we recognise that our innovation businesses have tremendous growth potential given that many are strategically located along the M4 corridor and are set to benefit from the recent abolition of the Severn Bridge tolls and subsequent influx of new business opportunities and inward population migration.

1.1.2   As one of the core strategic objectives of the Council is '*Supporting enterprise, entrepreneurship and job creation*' the Council wishes to capitalise on the provision of a high speed, first class digital infrastructure, alongside our ambition for a tailored skills package in order to deliver economic growth, wealth creation and increased productivity and GVA for the county and the country. However the current situational analysis of Superfast Broadband Next Generation Access (NGA) coverage in the Cardiff Capital Region (CCR), based on the OMR/SAPC undertaken prior to the Superfast Cymru Phase 2 (SFC2) Procurement, paints a stark picture in terms of the current lack of coverage in Monmouthshire in comparison to our other nine Local Authority partners as detailed in Table One and the Map one below:

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

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

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

1.2 Overarching Concerns drawn from Situational Analysis

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

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

1.3 Wider Strategic Concerns

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

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- Monmouthshire is **strategically located** within the CCR as a key gateway into Wales from the economic power engines of the South West and the West Midlands accessed via the Severn Bridge, the M4 and the A40/A449;
- **The SFC2 programme has been delayed** resulting in the NGA infrastructure delivery having ceased in Monmouthshire in December 2017. The tender process for the 'Monmouthshire lot' has now been awarded however observations from the Minister to Monmouthshire residents in September 2018 were not to wait for SFC2 but to **consider 'Local Community Solution' funding** whereby communities come together and apply for funding via a WG facilitator – **details are still unavailable** at the time of writing. Therefore it is safe to assume that any improvement on the NGA coverage via SFC2 within the next 12-18 months is minimal. Any likely improvements in the county will be within our major conurbations, leaving deeper rural areas in the same situation as is faced today;
- **Rural Community Development Funding** (RCDF) previously used by the RDP team to draw in funds for Broadband pilots such as TV Whitespace **has now been withdrawn** from WG and the money diverted for environmental projects. Therefore the team currently have no access to broadband infrastructure funds;
- The current **CCR digital objectives are ambitious** and **Monmouthshire's digital deprivation could thwart their ambitions** which are:
  - To ensure that the CCRCD citizens and businesses have access to world class digital infrastructure to facilitate Social inclusion, Economic development and inward investment by:
    - The creation of extensive Full Fibre Infrastructure across region;
    - Global connectivity - access to international fibre links to drive inward investment from key sectors such as media and finance;
    - Welsh Connectivity - Exploitation of the Cardiff Internet Exchange (IX) and wider connectivity;
    - Community Broadband – Settlement and Individual Property Connectivity;
    - Regional and Community Wi-Fi;
    - Mobile 5G access - Pilot specific locations for 5G, establish PoC and Scale-Up;
    - Sensing the CCRD - Providing a constellation of sensors to provide Smart City information resources;
    - Open Data - Develop a fully Open Data environment
- The **Welsh economy is less productive than the rest of UK,** accounting for only 3.4% of the UK's GVA however **Monmouthshire:**
  - **Is the second most competitive authority in Wales** - UK Competitiveness Index (Cardiff = 1st);
  - Has the **third highest productivity in Wales** (Gross Value Added) = £20,684 per job (with Newport) (Cardiff & Vale =1st, Flintshire & Wrexham = 2nd);
  - Has the **highest rate of active businesses in Wales** - 750 per 10,000 popln;
  - Has the **highest rate of business births** (starts) in Wales - 83 per 10,000 popln;
- However, by 2035 there will be 184% more people over 85 years old with population levels of young people also set to diminish. We therefore need to ensure that Monmouthshire has sufficient NGA connectivity to maximise our economic growth and wealth creation capability, and increase our productivity in order to increase the GVA for the county and the country.

1.4   Wider Strategic Context: Superfast Broadband Exploitation and Digital Skills

1.4.1   **Superfast Broadband Exploitation Advisory Panel**

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

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

Details of how the companies have embedded digital technologies into their working practices can be found here - case studies. The Advisory Panel helps the Welsh Government shape the programme of support it delivers to help businesses make the most of superfast broadband. Acting as a critical friend, the panel draws on huge industry experience to guide Superfast Business Wales and hold Welsh Government accountable for delivering real value, helping businesses to adopt online technology so together they can drive profits for Welsh firms, jobs for Welsh people and increase the productivity in Wales. The Panel also provides the Council with a useful opportunity to network with ICT companies and influence the type of support that is delivered to businesses and to promote the opportunities to Monmouthshire businesses. However, currently the Superfast Broadband programme has only reached 2% of Wales' businesses, demonstrating there is much more work to do.
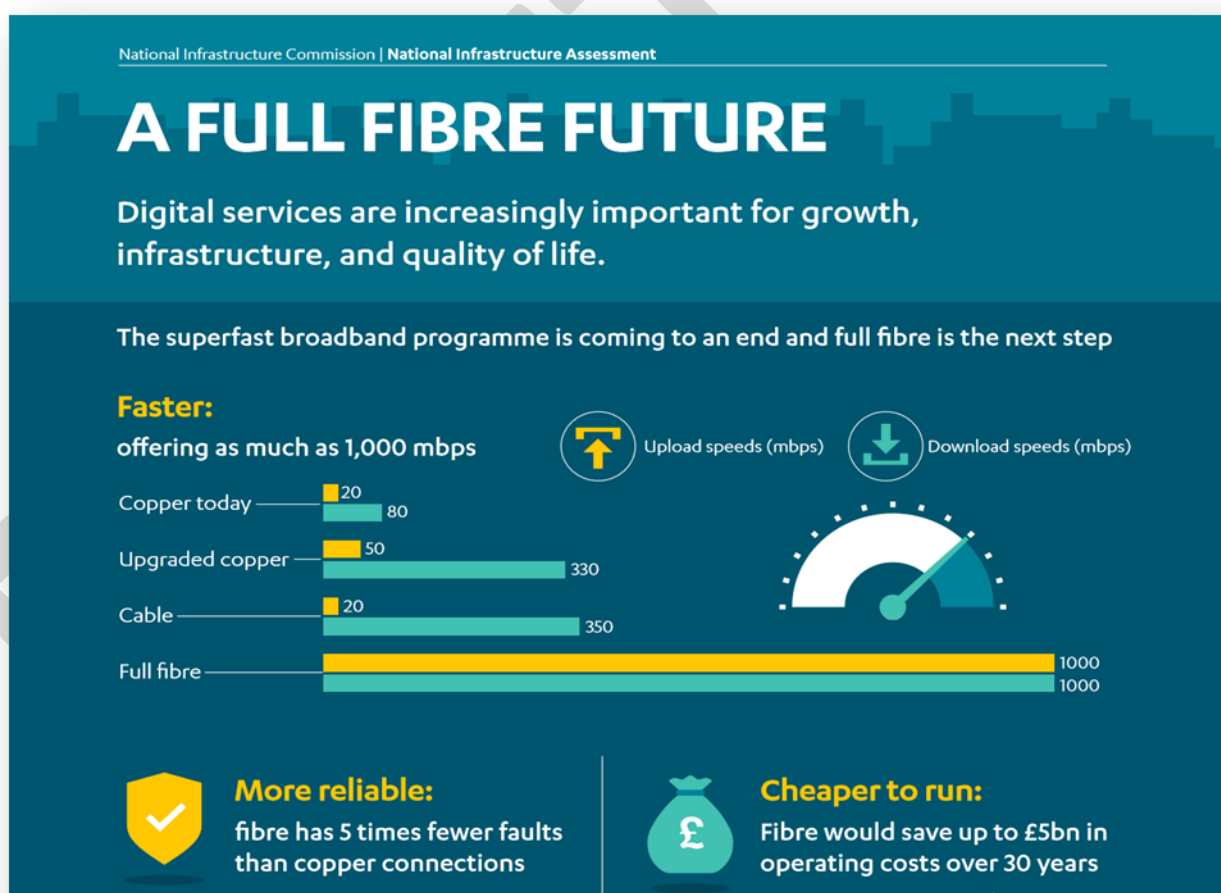
1.4.2   **Digital Skills**

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

1.5   **Wider Strategic Context – The Future of Broadband Delivery**

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

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

Figure One: A Full Fibre Future

2.   Current Opportunities

2.1   Details of the current strategic opportunities, impacts, resource requirements and risks are detailed in Table Two which follows:

Table Two: Current Opportunities			
Opportunity	**Resources**	**Impact**	**Risk**
Local Full Fibre Network: £6M secured from DCMS & £4M contribution from LA's. To avoid any state aid issues, the funds from DCMS will be used to supply a minimum of 1Gb/s fibre to a number of local authority owned assets.	• MCC match funding contribution to be funded from the release of a portion of Public Sector Broadband Amalgamation (PSBA) revenue payments to BT, which can be capitalised over a 20 year period. • Staff resource required to manage the whole process of installation, supplier discussions, highways work, scheduled building works etc. plus Gigabit Broadband Voucher Scheme promotion and application facilitation – further details can be found here	• 46 anchor tenancy sites with a minimum of 1 GB/s speed to service both business and citizens within their vicinity via Gigabit Broadband Voucher scheme. • Gigabit vouchers can be used by small businesses and the local communities surrounding them to contribute to the installation cost of a gigabit-capable broadband connection. • Through the scheme businesses can currently claim up to £2,500 against the cost of a gigabit capable connection either individually or as part of a group project. Residents can claim a voucher worth £500 as part of a group project with a business. • For group projects, the Welsh Government will pay up to an additional £3,000 per small to medium-sized business (SME) and an additional £300 per residential property. This means that for group projects up to £5,500 is available per business and up to	• Funding now secured so risk is with delivery; • No current resource in place to manage programme installation or voucher scheme promotion which could lead to failure to meet the needs of the bid; • 20% target of the 12.56% deprivation issue not addressed so wider impact lost; • Reputational risk of non-delivery.

		£800 is available per residential property. • Part of the application process was to supply details of all SMEs within a radius of either 50M or 200M of the anchor tenancy sites. There are approximately 300 SMEs that fall within these sites in the county, mainly around the larger conurbations. • Potential to address 20% of 12.56% deprivation issue via Voucher Scheme; • 32 additional MCC sites to be upgraded; • Opportunities for communities to benefit e.g. free Wi-Fi to village halls; • Addresses CCR Regional fibre connectivity ambitions; • Enables/Complements WG Trunk Road project.	
Trunk Road concession option: Opportunity to connect communities off the A465; A449/A40 and M4.	• Staff resource required to keep track of project delivery	• Potential to address 20% of 12.56% deprivation issue by taking spurs to local communities from the Trunk Road infrastructure; • Addresses CCR Regional fibre connectivity ambitions; • Enables/Complements WG Trunk Road project.	• No current resource in place to keep track of delivery so may fail to meet all objectives; • 20% target of the 12.56% deprivation issue not addressed so wider impact lost; • Reputational risk of non-delivery and opportunity lost.

Rural Gigabit Connectivity Programme - £200M funding pot from DCMS to adopt a new "outside-in" approach trialling models for local hubs in rural areas, starting with primary schools, alongside a voucher scheme for funding full fibre connectivity to nearby premises, providing full fibre connectivity to homes and businesses. Monmouthshire schools in the worst affected areas are Cross Ash and Pandy	• DCMS funding bid to be submitted; • Staff resource required to manage the whole process of installation, supplier discussions, highways work, scheduled building works etc. plus Gigabit Broadband Voucher scheme promotion and application facilitation.	• Potential to address 5% of 12.56% deprivation issue by taking spurs to local communities from the schools; • Addresses CCR Regional fibre connectivity ambitions;	• No current resource in place to submit funding application or manage project once approved; • 5% target of the 12.56% deprivation issue not addressed so wider impact lost; • Reputational risk of opportunity lost.

2.2   Current additional opportunities

2.2.1.   A consortium of SMEs (currently rolling out TV White Space (TVWS) and 5Ghz line of sight under a RCDF grant) have been awarded £1.2M for a **5G rural test-beds and trials project in Monmouthshire**. The trial will continue to serve to raise the profile of the county's digital deprivation issues. The cutting edge opportunities arising from the 5G trial is the setting up of a pilot rural gigabit village in Monmouthshire, Llandewi Rhydderch, without the need for fibre infrastructure.

2.2.2   The current **RDP programme** has a digital strand namely the '**Exploitation of digital technology'** which is underutilised at present due to resource issues. There is therefore an opportunity to develop wider revenue and skills projects which will support the current and future capital infrastructure initiatives.

2.3   Future Opportunities

a)   Transport for Wales willingness to use Monmouthshire as a pilot area for its responsive transport strand, Mobility as a Service (MaaS);

b)   An RDP LEADER programme application to trial an IoT, Sigfox or LoRaWAN project considering Independent Living for three classes of person living alone. Socially isolated, mild dementia and hospital recovery scenarios.

c)   A Big Lottery Wales application for a different subset of Independent Living options to item (a) above.

d)   A Monmouthshire consortium of interested parties is being considered to deploy similar broadband solutions as Wales's fastest community at speeds of 1,000Mb/s in Michaelston-y-Fedw. An enabling DIY toolkit is available from DCMS link here.

2.4   Future Legislation

2.4.1   **Universal Service Obligation**

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

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

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

3.   Conclusions and Recommendations

3.1   The current NGA Broadband situation in Monmouthshire of 12.56% of properties not having next generation access to broadband, compared to 3 or 4% in other counties in the CCR region is unacceptable. It puts our communities and businesses and indeed Wales at a severe disadvantage, particularly given our proximity to the economic powerhouses of the South West, Gloucestershire and Herefordshire.

3.2   The current opportunities available to address the issue as detailed in Table Two include:

- The LFFN funding which has already been approved which will benefit 46 of our anchor sites across the county and upgrade 32 sites to 1gig capability and therefore provide the potential to run spurs to approximately 20% of the 12.56% unconnected premises utilising the Gigabit Broadband Voucher Scheme. It will also help achieve the CCR Regional Fibre Connectivity mission;

- The Trunk Road concession option which has an ability to connect communities off the A465; A449/A40 and M4 – addressing approximately a further 20% of the 12.56% unconnected premises. It will also help the CCR Regional Fibre Connectivity mission given the county's access to the M4 and close proximity to the South West, Gloucestershire and Herefordshire.

- An application to the Rural Gigabit Connectivity Programme to provide full fibre connectivity to Cross Ash and Mardy schools addressing a further 5% of the 12.56% unconnected premises.

3.3   Analysis of the current funding situation as explained in section 1.3 whereby the SFC2 programme is currently stalled with no short term prospect of delivery in the county, the removal of the RCDF funding for the bespoke local broadband solutions and limited information on WG's 'Local Community Solutions' fund indicates that additional options are limited.

3.5   It is clear that there is an opportunity to address approximately 45% of the 12.56% of unconnected premises via the current options but these schemes will not progress nor will maximum benefits be achieved without a dedicated staff resource to move them forward.

3.6   The evidence would therefore suggest the need to progress the current options along with a dedicated staff resource(s) as a matter of urgency to avoid opportunity loss and reputational risk (Suggested role profile for a Digital Animateur(s) can be located in Appendix B).

3.7   Another consideration may be an approach to CCR for additional funds to address the remaining 55% of the 12.56% unconnected premises supplementing activity with the Super Connected vouchers to support the costs given that all of the options considered will be helping to address CCR's Regional Fibre Connectivity ambitions particularly as the current uptake of the Super connected vouchers in Wales is very low. It is also likely that some support will be available for the most hard to reach properties via the USO however at the time of writing, full details are not yet available.

Appendix A – Anecdotal Evidence

Small Business Owners:

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

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

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

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

Technology Business

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

Frustrated Residents:

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

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

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

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

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

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

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

I imagine ALL of the below are key pillars or the Welsh Government and MCC's development plans- develop rural enterprise; reduce C02 and raise education standards. All of these are being compromised by the absence of broadband in our area."

Family Concerns:

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

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

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

Appendix B – Suggested Role Profile for Digital Animateur

Proposal

To appoint a Digital Animateur on a fixed term, full time basis for one year at a salary of £30-35K to work as part of the Monmouthshire Business and Enterprise team to deliver the following:

- Manage the relationship with our LFFN partners and Newport City Council (who will be administering the programme in Newport, Monmouthshire, Torfaen and Blaenau Gwent;
- Undertake promotion of the Gigabit Broadband Voucher scheme and other digital initiatives bringing together businesses and social enterprises that are located in Monmouthshire's towns and high streets to maximise effect and liaison with existing initiatives e.g. wireless town systems in Monmouth, Abergavenny and Caldicot. This will include one to one promotions and promotions through business networking events;
- Undertake focused consultation with Internet Service Providers to convert shared expressions of interest from Monmouthshire SMEs into full voucher take up and enabled new superfast broadband connections;
- Use the existing Digital Maturity Database (2015) as a baseline to identify potential companies for the Gigabit Broadband Voucher Scheme with a view to updating the database to ensure an on-going contribution to the knowledge and expertise of iCounty (External) activities, to support business growth through ICT exploitation and analysis of the digital maturity of Monmouthshire SMEs, with a view to achieving MCC's vision of Monmouthshire *becoming one of the UK's most inspiring spaces for digital advancement.*
- Coordinate future funding applications working with funding providers and local communities from end to end;
- Make recommendations and contribute knowledge and expertise for the planned extensive programme of ICT exploitation activities which encourage the take up of superfast broadband services and e-commerce, utilising Superfast Business Wales and other identified online support resources for SMEs;
- Act as a point person for MCC Officers and County Councillors to liaise with existing broadband infrastructure providers regarding service delivery and collate intelligence to inform the future deployment of broadband infrastructure;
- Contribute knowledge and expertise to the funding applications for the RDP programme to maximise use of the 'Exploitation of Digital Technology' funding strand;
- Contribute to the team's digital marketing and communications plan to promote the Monmouthshire and Business Enterprise support package (and all available support programmes) to inward investors, pre start and existing businesses in Monmouthshire to include updating the Monbiz website link here;
- Inform and represent the Council in the development of Strategies by other organisations and add value through the provision of resource, intelligence and vision;
- Identify new and existing funding streams and lead Monmouthshire's communities and MCC colleagues in developing compelling proposals to access and maximise funding opportunities for digital activities;
- Provide intelligence, monitoring and analysis of local and national statistics in the county context in regular reports to the Head of Enterprise and Community Development

As the Digital Animateur will be working as part of the Monmouthshire Business and Enterprise, the following skills, attitude and experience will be required;

- Significant experience operating in a digital business environment and engaging with business and community stakeholders to support ICT exploitation, digital inclusion and business digital maturity impacts;

- Significant Experience in leading collaborative partnership working with Internet Service Providers and Local Authorities;
- A professional business administration qualification (or working towards the latter stages of achievement;
- Significant and current knowledge of digital strategy / digital enterprise / digital inclusion / digital skills / broadband and smart communities developments;
- Significant technical experience of managing multiple digital projects in a complex working environment;
- Previous experience on leading on high profile digital projects with contributions creating demonstrable successful outcomes;
- Excellent research, evaluation, presentation and networking skills;
- Experience in using social media tools for promotions and campaigns;
- A drive to be innovative, to work under their own initiative whilst meeting tight deadlines; a creative approach to delivery and a self-starting team player;
- Expert knowledge and an ability to understand what businesses need to succeed whilst being able to specialist? specify financial, development or marketing knowledge
- A strong feel for what Monmouthshire and Monmouthshire County Council is all about;
- A strong sense of purpose and ability to mobilise all those how share our purpose to deliver great things;
- Excellent communication skills with a wide range of experience in delivering presentations, producing and presenting reports and an ability to use IT in their daily work;
- An understanding of how local government works and how other agencies and organisations contribute to the delivery of economic growth and community regeneration.