SUBJECT: Performance Assessment of Enabling Strategies 2024/25
MEETING: Performance and Overview Scrutiny Committee
DATE: 15th July 2025
DIVISION/WARDS AFFECTED: All

1   PURPOSE:

1.1   To provide the committee with an assessment of performance of the council's enabling strategies during 2024/25. The council's enabling strategies set the direction for the council's assets and resources to the deliver the council's purpose and objectives set in the Community and Corporate Plan. The enabling strategies comprise the Asset Management Strategy, Digital & Data Strategy, Medium Term Financial Strategy, People Strategy and Socially Responsible Procurement Strategy.

2   RECOMMENDATIONS:

2.1   That the committee uses the assessment to scrutinise the performance of the council's enabling strategies during 2024/25.

3.   KEY ISSUES:

3.1   The Community and Corporate Plan sets a clear purpose for Monmouthshire to be a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. This is supported by six well-being objectives. A set of enabling strategies were subsequently developed. The strategies ensure that all the council's assets and resources are aligned behind its core purpose, as set out in the Council's performance framework shown in Appendix 2.

3.2   To ensure the efficient and effective delivery of the enabling arrangements, an assessment of the performance of each of the enabling strategies in the last year, 2024/25, has been completed. The assessment has been undertaken alongside the Council's self-assessment process to ensure alignment between the enabling arrangements and delivery of the Council's objectives.

3.3   The assessment evaluates the performance of the objectives set within each enabling strategy. It assesses 'How well are we achieving our agreed outcomes' using a range of information to assess progress and impact of this work so far. It sets out 'How do we know' which identifies the evidence that supports the assessment made. It also proposes areas for development that will be a ensure the continued successful implementation of the strategy. The assessment also provides an overall score of progress using the Council's self-assessment framework, set out in appendix 1.

3.4   The financial year 2024/25 saw a continuation of numerous wider pressures that are resulting in challenges for many local authorities. Monmouthshire is seeing increasingly complex demand and cost pressures. The aim of the enabling strategies is to support the Council to deliver its Community and Corporate Plan which strives to address complex issues over the long-term and focus on the well-being of current and future generations. The assessment of overall progress for each enabler recognises that most strategies are in their first year of delivery. The assessment based on delivery of activity planned for the first year of their implementation and the effects of some activity may not be clearly demonstrable over short timescales.

3.5   Performance and Overview Scrutiny Committee has an important role in scrutinising the council's performance. This report provides the committee with an assessment of performance with the enabling strategies, that the committee can use alongside the Council's annual self-assessment of performance 2024/25, also on the agenda, to inform its role. The committee may also wish to use

both reports to identify any further areas it may want to scrutinise the performance of in more detail as part of its forward work plan or refer to another committees' if the area is within their remit.

4. RESOURCE IMPLICATIONS:

4.1 There are no additional resource implications as a result of this report. However, there may be resource implications in undertaking further actions identified in the performance assessment. These would be subject to the usual council decision-making processes.

5. BACKGROUND PAPERS:

Asset Management Strategy 2023-2027

Digital and Data Strategy 2024-2027

Medium Term Financial Strategy 2024-2029

People Strategy 2024-2027

Socially Responsible Procurement Strategy 2023-2028

Community and Corporate Plan 2022-28

Draft Self-assessment Report 2024/25 – separate agenda item

6. AUTHORS:

Asset Management Strategy: Nicholas Keyse, Acting Head of Landlord Services

Digital and Data Strategy: Sian Hayward, Head of Information Security and Technology & Richard Jones, Performance and Data Insight Manager

Medium Term Financial Strategy: Jonathan Davies, Head of Finance

People Strategy: Matthew Gatehouse, Chief Officer People, Performance and Partnerships

Socially Responsible Procurement Strategy: Cath Fallon, Head of Housing, Rural Development and Strategic Partnerships, coordinating input from Ardal, collaborative procurement Service.

Report coordinated by:
Hannah Carter, Performance Analyst
Richard Jones, Performance and Data Insight Manager

7. CONTACT DETAILS:
E-mail: richardjones@monmouthshire.gov.uk
Telephone: 01633 740733
E-mail: hannahcarter@monmouthshire.gov.uk

Appendix 1 – Performance Assessment of Enabling Strategies 2024/25

We have assessed performance against each of our enablers overall using the Council's self-assessment framework, based on a scale of 1-6 using the following principles:

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

In addition, progress of each outcome and milestone has been rated Red, Amber or Green (RAG), to indicate progress made under the three categories below:

- **Green:** Progressing Well – Progress made that is meeting timescales and project milestones set; if the action is implemented, there is evidence that the expected impact is being achieved
- **Orange:** Progressing but not on target – Progress made that is behind timescales or project milestones set; if the action is implemented, there is evidence that the expected impact is not being completely achieved
- **Red:** Attention needed – Progress is not being made and timescales or project milestones have been missed, or the action has not been started; if the action is implemented, there is evidence that the expected impact is not being achieved at all

People Strategy - Level 4 Good		
How well are we achieving our agreed outcomes?	**How do we know?**	**RAG**
What we want to achieve: A clear purpose, supported by an enabling culture where colleagues have the information they need and are empowered to make a difference to the people we serve.		
We know that people are motivated when they understand, and have a connection to, purpose. We worked with staff to understand what they needed to help them thrive and succeed at work. We used this to develop a People Strategy which sets clear objectives and actions to make sure we deliver this. 89% of colleagues who responded to the staff survey said they understood the authority's purpose and their contribution to it. We held two face-to-face staff conferences in the north and south of the County. This allowed us to bring colleagues together to understand their needs and ensure we are working to a clear shared purpose and objective.	Results of staff survey Staff Q&A Sessions	🟧
What we want to achieve: A workforce with a diverse range of experiences, skills and backgrounds where people can be themselves.		
We have proactively encouraged the development of staff networks. We are also in the process of updating the information we hold about protected characteristics so we can understand where we need to improve and enable us to report disability and ethnicity pay gaps alongside the gender pay gap. 87% of colleagues responding to the survey said they believed the authority promoted an inclusive working environment.	Results of staff survey Gender pay gap report	🟧
What we want to achieve: People can access the training they need to do their job and the development opportunities to take the next step in their career.		
We launched a new e-learning system called Thinqi. This contains the essential learning that people need to do their job and some wider development courses. To date 1,084 colleagues, around 50% of those targeted, have completed all essential learning. 81% of colleagues told us that they have access to the training that is relevant to their job. Staff turnover is presently at 12.2% compared to 17% in the previous year. 75% of people told us that they plan on staying with the council over the next 12 months which is lower than we would like. We have developed a new employee appraisal scheme aligned to a training needs analysis. This has been piloted and will be rolled out in 2025-26 to ensure we understand peoples' development needs and can design our training offer to fit this.	Results of staff survey Staff turnover data Thinqi training data	🟩
What we want to achieve: We are an employer of choice, attracting talent from a wide range of industries with career pathways that enable us to retain the best people.		
Our new careers website and e-recruitment system have been launched. These promote Monmouthshire Council as an employer and the benefits of a career with us as well as providing an improved candidate application process. Our employees and former staff need to be ambassadors for our organisation. 82% of colleagues said they would recommend the council as an employer to friends and family. We need to improve workforce planning to ensure a pipeline of talent and use succession planning to reduce our reliance on key individuals. Our new work experience	Results of staff survey Straw poll of new recruits	🟧

policy and apprentice first approach have been adopted and laid the foundations for the next generation of employees.		

What we want to achieve: Colleagues have access to the resources to manage their own well-being and can access tiered support to help them back to work if they experience sickness related absence.

We have a wide range of staff benefits in place. These include discounted gym membership, a cycle to work scheme, access to confidential financial support, free counselling sessions and a full occupational health service. The results of our staff survey show that only around six out of ten employees think we do enough in this area. In response, we created a marketplace at the recent staff conference to promote our offer. Benefit providers have each recorded a short piece to camera which we will make available to help promote these benefits. We have also developed a workforce radar and team Q&A sessions to help us identify where problems may be emerging so that we can respond to these at the earliest opportunity.	Results of staff survey Sickness absence data	

What we want to achieve: People have the mindset, skills and support needed to develop and implement the solutions, including the use of technology, to the biggest challenges facing the council and the communities we serve.

We have an incredible workforce who go above and beyond for our communities. While staff are positive about training, only 64% of people say they feel able to make improvements happen in their area of work indicating that we have more to do. We have developed training modules covering several of the tools taught and used on the InFuSe programme. These will be rolled out alongside the change programme. In the meantime, delivery has been focused on essential skills. We are developing proposals to strengthen our digital offer in collaboration with neighbouring authorities.	Results of staff survey	

Areas for development	**Who and When**
Seek feedback to inform how we further embed the e-recruitment system	Chief Officer People Performance & Partnerships – July 2027

Milestones	**Progress**	**Target**	**Comments**
New appraisal scheme launched		July 24	Developed but launch was paused due to capacity being diverted to other projects.
Workforce data is featured in all service business plans and a whole authority dashboard		Sept 24	
New section features in our regular staff newsletter 'The Compass'		Sept 24	
Programme to roll-out the skills and tools taught as part of the InFuSe programme in place		Dec 24	Paused so it can be launched alongside a wider change programme.
Staff survey in place		March 25	

Research concluded and recommendations made on action likely to have greatest success in reducing the gender pay gap in the authority	🟧	Sept 25	Initial work did not generate actionable insights. Further research is needed.
E-learning system launched authority-wide	🟩	June 24	
New training space is in place	🟥	2025	Development of business case delayed due to other priorities
New scheme for work experience, apprenticeships and graduate recruitment in place	🟩	Dec 24	
New staff benefits page in place	🟩	Sept 25	
Culture audit undertaken	⬜	March 26	

Measures	Previous	Current	Target	Comments
Percentage of staff receiving an appraisal			To be set in 25/26	Not yet rolled out.
Average difference in pay between employees who are disabled and those who are not (£)			As above	This will be reported for the first time in 2025/26.
Average difference in pay between males and females (£) i) Mean ii) Median	1.02 0.73	0.85 0.49	As above	
Percentage of non-teaching workforce accessing courses on Thinqi.	New	50%	As above	
Staff turnover (%)	17.0	12.2	As above	
Expenditure on agency staff	TBC	TBC	As above	
Average number of applicants for each new role	New	New	As above	
Sickness absence (%)	11.9	12.7	As above	

Digital and Data Strategy - Level 3 - Adequate

How well are we achieving our agreed outcomes?	How do we know?	RAG

What we want to achieve: Work with partners to develop and maintain strong foundations to support delivery of the strategic vision		
We developed a new Digital and Data Strategy in 2024/25. The foundations for the effective use of digital and data technology have been laid. New data standards provide guidelines which aim to ensure data is reliable, accessible, and actionable. We have implemented and promoted information governance policies, and procedures and reviewed existing data sharing agreement as and when necessary, to ensure robust management of data and systems. We have ensured robust arrangements are in place to safeguard data and systems from cyber-attack via: Physical barriers to the network, staff awareness, training and culture and structured governance, risk analysis and business continuity planning, while recognising that the total elimination of a cyber-attack is not possible.

We have implemented the SharePoint document management system on time and on budget. This has streamlined document management, enhanced security and supported collaboration on information and data, where appropriate to do so. We have implemented a geo-spatial metadata portal and piloted 50 records. This provides information to improve data quality and will help consumers of the data understand and use it. This will be used to inform the development of an authority wide solution.

We have strengthened our governance arrangements by establishing a Strategic Digital and Data Board to guide strategic decision making, prioritisation and accountability for implementing the strategy. A Digital and Data Steering Group is being established and service representatives recruited who can advocate, champion and drive forward the use of digital and data within their service areas and inform the Council's strategic priorities. This will enable priorities to be shaped by service need.

We have not yet undertaken digital and data maturity assessments, due to capacity and resource constraints. This is limiting our understanding of the ability and strengths of the organisation on digital and data and is restricting targeted training and improvements being made. | Data Standards

Information governance and Data Protection Policies and Procedures.

Cyber security arrangements and assurance reports to Governance & Audit Committee.

SharePoint project feedback.

Geospatial meta data catalogue.

Strategic Digital and Data Board & Digital and Data Steering Group | 🟩 |
| What we want to achieve: Use data analytics and insight, digital advancements and a user-centred focus, to change how the diverse needs of citizens and service users are met | | |
| Foundation arrangements have been developed and are being piloted, however we have not yet realised the full potential of digital advancement, data analytics and insight. We have begun the process of transitioning towards a shared service model for digital and data in collaboration with Torfaen County Borough Council and Blaenau Gwent County Borough, as part of an expanded role for the Shared Resource Service (SRS). The authority's digital team will begin working alongside partner organisations at the earliest opportunity and an investment case is being prepared for a modern data service operating across three authorities, being clear where the initial investment is best focused. This will be integral to accelerating the delivery of the aims of the strategy and maximising the potential of digital and data. | Digital, Data & Technology collaboration

Single View Pilot Project

Digital Service Standards | 🟧 |

We are working within a Gwent-wide team of partners to pilot a Single View (Mater Data Management, MDM) platform which will unlock new potential by providing the possibility of using third party software to link datasets together to provide insight. An initial pilot proof of concept is due to conclude shortly. The learning from this will inform the next steps for this project. This will also guide the development of data sharing opportunities to enhance the level of insight that can be derived. Every digital intervention and project applies the digital service standards and user centred focus as an integral part of digital service delivery. We have not yet established a user satisfaction mechanism for projects; this will form part of the new collaborative arrangements. We are increasing our use of customer personas when undertaken service design activity to ensure these are based on user need. We have developed the use of specialist Geographical Information Systems (GIS), for geospatial analysis, by increasing accessibility of data through upgrading the infrastructure and development of new datasets. Ongoing issues with site performance requiring priority fixes and capacity constraints has limited development. We have re-established our open data approach and offer, to support, where appropriate, the use of our data for transparency and wider civic value. We need to engage with more council services to identify further open data sets that would be beneficial to publish as open data. We have developed some data insight products to generate insights to inform delivery of the Council's objectives. These include: Improving data sharing to enable the development of a 'workforce radar' that brings together a range of data to provide strategic insight on the workforce internally for Strategic Leadership Team (SLT); Launching and running the national resident survey and analysing responses to provide insights into resident reviews of their local place and council; Updating internal performance data dashboards quarterly to provide insight into the council's performance. Developing and accessing the capability and capacity required to develop and generate more advanced insights and move to more predictive analysis will be an integral part of the Digital, Data and Technology collaboration business case.	MonMaps (Internal) and Local Info (residents) Geographical Information Systems (GIS). Open Data Offer Workforce radar National Resident Survey Performance data dashboards

What we want to achieve: Equip and empower our citizens, communities and the organisation to get the most out of digital and data technology

Our focus is on delivering collaborative digital, data and technology services to support the delivery of our Community and Corporate Plan. An essential component of this is training in the skills and technology required. We have offered a range of digital and data organisational training internally and through partners. We have established networks with representatives across the council to share practice, provide support and inform digital and data developments. We need to develop our support offer, including training, to ensure it matches the needs and requirements of the organisation now and for the future. This will be informed by the Digital and Data Maturity Assessment.	Digital training Digital Champions network System & Data Administrators network Co-Pilot pilot project

We are progressing our use of AI to automate tasks and business processes. This is one of key strategic projects of the SRS strategic partnership, examples of current technologies are the use of co-pilot and NDL to automate processes. Emerging technologies are also assessed as they become available. We are developing our model to provide the digital and data capability we require to fulfil our ambition; this is focused on collaborative efforts and investment as necessary. This will include workforce planning within the organisation, to ensure the skills and capability required are embed with in service areas along with the central support required.	Digital, Data & Technology collaboration	

Areas for development	**Who and When**
Undertake digital and data maturity assessments to understand strengths and developmental areas, and plan and deliver targeted digital and data support and training for staff using the findings.	Digital Design & Innovation and Data Insight Teams – March 2026
Implement the Digital, Data and Technology Board and establish the steering group to set priorities, ensure delivery and champion the use of digital and data.	Digital Design & Innovation and Data Insight Team – July 2025
Determine the model for digital and data collaboration to generate insights and predictive analysis to inform delivery of the Council's purpose and objectives in the community and corporate plan.	Digital, Data and Technology Board – July 2025

Milestones	**Progress**	**Target**	**Comments**
Digital and Data Maturity Assessment scores	🟥	March 2026	We have not yet undertaken digital and data maturity assessments
Document management System implementation and feedback	🟩	April 2025	We have implemented the SharePoint document management system
Annual evaluation of Digital & Data Strategy	🟩	July 2025	We have completed an annual evaluation of strategy and will use this to inform future delivery

Measures	**Previous**	**Current**	**Target**	**Comments**
Number of systems integrated for data flow	New	0	10	Pending the outcome of the Single View (Master Data Management, MDM) platform pilot.
Number of data sets held in data warehouse	New	0	10	Pending the outcome of the Single View (Master Data Management, MDM) platform pilot.

Number of data sets catalogued	New	50	50	
Percentage of Customers who score 3 or above for Customer Satisfaction	New	Not available	80%	Mechanism to be established to report from 2025/26
Number of open data sets published	9	38	20	
Number of digital and data training sessions held.	New	3	20	System and data administrator network sessions, since strategy agreed.
Number of system and data network sessions facilitated.	New	3	8	System and data administrator network sessions, since strategy agreed.

Asset Management Strategy – Level 5 – Very Good		
How well are we achieving our agreed outcomes?	**How do we know?**	**RAG**
What we want to achieve: Fit for purpose and collaborative estate		
Through 24-25 significant investment has been made to enhance the Council's property estate and ensure it remains fit for purpose for our service users and providers. In Education, new provisions have been created through the completion of the new non-maintained nursery at Trellech Primary School, and completion of the north and south provision for the Pupil Referral Service at Bryn-Y-Cwm in Abergavenny and the former Mounton House School in Chepstow. This has provided the service with a dedicated high-quality environment and setting, with improved access to outdoor space which is conducive to the needs and demands of the pupils they serve. Through 24-25 post-completion support has continued at the newly constructed Severn View Parc Care Home in Portskewett, which serves as an example of strong collaborative working (between Landlord Services and Social Care) to deliver an exemplar and fit for purpose facility. My Day My Life / Monmouthshire Services have seen completion of new 'bases' at the Melville Theatre in Abergavenny and Overmonnow Family Learning Centre in Monmouth. This has enabled the creation of an enhanced offering to service both areas, including fully compliant changing places within both assets and improved accessibility through the creation of safer drop off zone and accessible motorised doors.	Completion of Bryn-Y-Cwm and Mounton House School for the PRU service. Severn View Parc handover Feb 24, completion of snagging Feb 2025 Gwent Police continued collaboration and MOU extension My Day My Life 'base' creation at Melville Theatre and	

We continue to ensure compliance with statutory health and safety requirements, with meaningful gains having been made through 2024-25 through strengthening of our property estates asbestos recording and monitoring processes. A roll out of improved documentation and reporting protocol is ongoing and across the entire portfolio through 25-26, including training of duty holders to strengthen their competency. MCC responded quickly and positively to the reinforced autoclaved aerated concrete (RAAC) request, satisfying that no property within the existing portfolio had RAAC present. Landlord Services continue to work with service areas to identify opportunities to deliver a more collaborative and fit for purpose estate, including opportunities to surrender leased in property that may result in revenue savings to MCC. Social Care's Workforce Development Team have successfully surrendered leased in property and relocated to Innovation House in Magor – making better use of an under-occupied asset and releasing the service from cost obligations relating to third party room hire. Landlord Services will continue to work with directorates to understand their future accommodation requirements and service pressures.	Overmonnow Family Learning Centre Property Rationalisation including surrender of leased in property at Mamhilad
What we want to achieve: Good role models for climate and nature practices	
Progress continues to be made in MCC's efforts to decarbonise the property portfolio and demonstrate we are good role models for climate and nature practices. MCC Estates continued its promotion of the development of a new solar farm in the Replacement Local Development Plan, which is hoped to replicate the successful operating model that has already been demonstrated at MCC's existing 5MW solar farm at Oak Grove Farm, Caldicot. A number of new developments have been completed with inclusion of low carbon measures as part of the scheme. This includes the installation of air source heat pumps and renewable technologies as part of retrofit and new build design, including at a Social Care home in Caldicot and agricultural cottage for temporary housing in Caerwent. Consideration continues to be given to any future proofing of property when developing the Council's capital maintenance programme. Landlord Services have continued to provide client-side technical support for the delivery of the new 3-19 School in Abergavenny – a net-zero development. Improving our built environment through investment in low carbon technologies has continued to feature in our design and development approach, including targeting higher standards of BREEAM performance. EV charging points have been installed at various Council assets, including the new Severn View Care Home and Magor with Undy Community Hub. These installations have supported the expansion of the public electric vehicle network throughout the County. In the nature and growing sector, three farm holdings have been vacated and re-let through 2024-25, enabling entry level farmers to be accommodated with specific focus on more sustainable farming practices and principles. All three farms are performing well, have demonstrated an ability to diversify their offering and still generate strong commercial	Ongoing technical advisory role for 3-19. Re-let vacant farm holdings Promotion through RLDP Allotment support grant improving 130+ allotment plots. EV charging at 3 new locations

return for MCC. We continue to support farm tenants to access professional advice on phosphate impact and how to adjust their farming practices to meet developing NRW regulatory changes. Through the application of Welsh Government's Allotment Support Grant, over 130 allotment plots have been improved, created or revived across 6 different allotment sites throughout Monmouthshire. We are currently developing the 25/26 work planner having successfully been awarded more grant funding to support the delivery. Following a recent marketing period, proposals are being formulated for the creation of a small-scale horticultural offering at the former Green Fingers provision at Melville Theatre, Abergavenny.		

What we want to achieve: Maximised and commercialised asset base

MCC continue to identify opportunities to re-let or dispose of vacant or surplus property. In accordance with the changes to the governance arrangements as set out in the Asset Management Strategy, 6 monthly updates have been provided to Performance and Overview Scrutiny Committee on the performance of the commercial and investment portfolios. Through 2024-25, we've reported an improvement in the performance of the Council's two largest acquired investments (Castlegate Business Park and Newport Leisure Park), with Newport Leisure Park scheduled to return to an over 2% Return on Investment (ROI) in 25-26. Castlegate BP has developed a co-working and flexible room hire initiative called 'MonSpace' which has generated more than £61,000 in rental to MCC since its launch. The combined net income from both assets for 24/25 was £173,874. In 24/25, there has been a steady increase in the number of skilled employed roles within our investment portfolio, as well as high and improving occupancy rates. Within the wider estate, opportunities to reduce running costs and generate additional revenue continue to be pursued. In June 2024 MCC completed the letting of underutilised office space at Usk County Hall to the SRS service. Vacant and dilapidated space at the former Mounton House School has been advertised for sale and an offer accepted. All lettings continue to explore opportunities to generate financial return alongside social and economic community benefits. Properties such as the former Abergavenny Library and vacant space at Monmouth Market Hall have been let in accordance with those objectives. Further work will be done to continue to let vacant space or development opportunities, including Phase 3 of the allocated development site in Rockfield Farm, Undy which continues to be advertised and will generate a capital receipt. Working closely with colleagues in Employment, Economy and Skills will continue to better optimise the opportunities to draw inward investment into the County.	MonSpace initiative at Castlegate Business Park Improved ROI at Newport Leisure Park Monmouth Market Hall letting County Hall letting to SRS	

What we want to achieve: Strengthen the enablement role of Landlord Services

MCC Landlord Services (Estates and Property Services) continue to support the delivery plans for various directorates across the Council. In Social Care, the development of the children's residential and 16+ supported accommodation placements continue to be facilitated by Landlord Services, inclusive of the acquisition, refurbishment and ongoing maintenance of properties in Caldicot, Monmouth and Abergavenny. In 24/25 we've continued to enable the delivery of Housing's Rapid Rehousing objectives, with the acquisition of property in Abergavenny and Usk to assist with the provision of improved homelessness accommodation and repurposing of existing MCC property to service this need. Refurbishment and change of use of the former Severn View Residential Care Home in Chepstow will contribute to these objectives, reducing the reliance on private landowners and therefore delivering a revenue saving. Land at Caldicot Comprehensive School was sold to Monmouthshire Housing Association to enable the development of a 100% affordable housing scheme, with development scheduled to commence in 25/26. Progress has been made in the effort to improve the customer experience for external and internal clients when accessing our Property Services maintenance and design functions. Regular performance management meetings are taking place with our framework contractors, and in 24/25 the mechanical, electrical and cyclical maintenance frameworks were reprocured. This should offer clients comfort that best value and professional competency is being provided when accessing our services and support. Implementation of a new time sheet system has ensured better live data to inform those paying for services. Landlord Services continue to support the acquisition and delivery of various development projects across the county, including the acquisition of land to service Active Travel routes in Monmouth and Abergavenny, the construction of the 3-19 school, and development of the Severn View Park Care Home. We will continue to support services moving through 25-26 and beyond.	Active Travel acquisitions Procurement of mechanical and electrical frameworks Disposal of land for 100% affordable housing development MDML new bases in Abergavenny and Monmouth Acquisition of property to support Rapid Rehousing Strategy Children Services acquisitions and refurbishments	
What we want to achieve: Utilise community assets to optimise social value		
In 24/25 progress has been made to secure the future of several important Community assets throughout the county. Drill Hall in Chepstow has completed its lease renewal, securing their occupation at least until 2045. The Bridges Centre in Monmouth are in advanced negotiation for a renewal of their lease, and a business case is being developed by the Melville Centre in Abergavenny to secure a long-term lease for the property. All of these renewals are being undertaken in accordance with the Council's respective supporting policies including the Community Asset Transfer policy and Rental Concessionary Policy. Securing these agreements will offer parity and equity in the way that MCC continues to support their community assets and tenants.	MUCH handover and completion. Rolls Hall Chepstow Renewal Tudor Street / The Gathering Raglan Old School and MUGA	

The Magor and Undy Community Hub continues to operate via lease to the MUCH group, a local group facilitating access to much needed leisure and multi-use space within Magor. The importance of MCC's community assets and their role is delivering social value is reflected in long standing negotiations with Raglan Community Council and proposed Community Asset Transfer of the local MUGA. This will enable enhancement of the leisure facilities available in Raglan through access to additional grant funding and more localised management. At Tudor Street in Abergavenny, a 12-month licence was granted to The Gathering to support their ambitions to establish a new collaborative and accessible facility that will support with the well-being of people with disabilities, mental health issues and additional needs. In 25/26, MCC will continue their schedule of community lease renewals in accordance with lease anniversaries and prospective expiries.	

Areas for development	Who and When
The core behaviours and objectives of the Asset Management Strategy are unchanged but as project's complete the Asset Management Plan or Delivery Plan evolves. Whilst good progress has been made to strengthen the enablement role and governance arrangements around Landlord Services and use of Council assets, further work will be done to develop individual Service Asset Plans such that more proactive planning on the potential for assets and developing service requirements can be forecast. Service Asset Working Groups will be established for each directorate to inform the development of the capital maintenance budget. We will continue to work with directorates to determine whether the spaces they occupy remain fit for purpose, in the right places, accessible and best meeting current and future service needs. Further efficiencies in the reporting of property information can be achieved through design, procurement and implementation of a new asset management system. This will enable clearer strategic planning with an evolving asset base. Capital funding has been secured for the implementation of the system and procurement of the new system is ongoing. Review and application of the Council's Rental Concessionary Policy will continue, as more leases reach their expiry and require renewal. We will continue to identify worst performing assets from an energy and revenue perspective to consider the requirement future investment or potential alternative uses.	Acting Head of Landlord Services

Milestones	Progress	Target	Comments
King Henry VIII 3-19 School development		Feb 24	Phase 1 completed.
Severn View Parc Care home development		Feb 24	Completed.

Affordable housing development of land at Caldicot Comprehensive School		July 24	Awaiting commencement of development. Commencement delayed due to retendering of construction project.

Measures	Previous	Current	Target	Comments
Total income target for the investment portfolio	£1,076,230	£1,170,184	£979,698	
No, of affordable homes granted planning consent on MCC land	46	30	50% AH on all dev sites	No housing development scheduled for 24/25
ROI of Investment Portfolio, as per Asset Investment Policy	-2.08% and 1.41%	-1.81% and 1.44%	2%	Castlegate Business Park and Newport Leisure Park
Average DEC Rating of Operational Estate	D (82)	D (82)	C (51-75)	No change due to delays in second phase of Re:Fit. Improvements projected 25/26
Design/Maintenance Income Target	£1,280,081	£1,216,606	On budget	
Cemeteries net income target	£246,009	£230,267	£183,041	
Industrial units net income target	£213,535	£233,876	£188,275	
County Farms net income target	£269,120	£274,012	£269,120	
% of rental arrears from investment portfolio's total income	4.8%	2%	2%	

Socially Responsible Procurement Strategy – Level 3 - Adequate		
How well are we achieving our agreed outcomes?	**How do we know?**	**RAG**
What we want to achieve: Contribute to reducing the Council's carbon emissions to Net Zero by 2030		
• Since 2023 Spend Dashboards have been available in PowerBI, providing each Directorate with the ability to review their spend data, including 'their' carbon footprint and identify their high carbon contracts. It also allows the carbon footprint for key procurement spend categories to be analysed quarterly.	• The Council understands the carbon impact of the supplies, services and works it buys and takes active steps	

• Council became a Deforestation Free Champion Council and signed up to Size of Wales Deforestation Free Charter in December 2024. Work continues to across the council to expand the deforestation free work, share learning with other schools and look at other deforestation risk procurement products that the council may be buying. • Senior Strategy Officer (Carbon) started work in March 2025, they will be driving forward the carbon reduction agenda across Ardal Councils. • An Ardal/WRAP carbon reduction workshop programme for 2024/25, supported by Innovate UK funding. • Worked through the Southeast Wales (SEW) Procurement Network to progress Carbon Reduction Workstream, including consulting with Business Wales on development of their Carbon Reduction Reporting Tool and WLGA in shaping their latest Carbon Reduction Guidance, piloting WG Energy Service Carbon Reduction Tool.	to reduce their carbon footprint. • Decision to become a [Deforestation Free Champion Council](#)	🟩
What we want to achieve: Making procurement spend more accessible to local small businesses and the third sector		
• Updated Contract Procedure Rules encourage Directorates 'where the market allows' to provide opportunities to local businesses for below Procurement Act Thresholds through targeted invitations to bid. • Buying Responsibly Guides updated and launched on the Ardal website which clearly set out the four procurement routes for all contract values. Training and support have been put in place to assist. • The development of the Contract Forward Plan for tenders above £75K will be aligned to an ongoing communication campaign to publicise opportunities to local businesses. • Two Contract Procedure Rules training videos have been developed and are available on the Council website. • Revised 'Selling to the Council' guides have been produced, 'Meet the Buyer' events are being scheduled, social media will be used to promote low value opportunities and highlight support available from Business Wales. • As part of the response to the new Procurement Act, we have simplified the quotation processes for low value opportunities and introduced a digital form for service areas to record their quotation process / outcomes. • Carbon Animation developed for launch June/July 2025.	• Increasing the proportion of Council spend that is local and equitable. • Increasing the number of local businesses and third sector organisations accessing and bidding for Council opportunities • Report on the percentage of spend with Local Suppliers	🟧
What we want to achieve: Improving Fair Work, Equity and Safeguarding practices adopted by suppliers		
• Modern Slavery Statement incorporated within the Corporate Safeguarding Policy and will be reviewed every two years, in line with the Corporate Safeguarding Policy review timescales and will be uploaded to Monmouthshire Hub for ease of access. Training is also available to staff via Thinqui. • Real Living Wage – Cynnal Cymru are in discussion with the Council to look at progressing accreditation in 2025. • The draft Socially Responsible Procurement Policy, which is scheduled for adoption in summer of 2025, sets out the Council's position in relation to "Fair Work Practices" and what it expects of its contractors. • Suppliers are encouraged to sign up to the Code of Practice: Ethical Employment in Supply Chains • The Exploitation Protocol document is currently under review by the Safeguarding Team as part of the Safeguarding Business Development Plan and will be completed by August 2025. It will then be reviewed on a bi-annual review schedule.	• Delivering against the Social Partnership and Public Procurement Act and the principles of the Code of Practice: Ethical Employment in Supply Chains.	🟧

What we want to achieve: Increasing Community Benefits		
- Building on the learning from the Cardiff Council Community Well-being Benefits (CWB) Programme the use of the Welsh Themes, Outcomes and Measures (TOMS) and standards MCC CWB documentation was developed and piloted on 3 MCC Projects in 2024/25 with contractors committing to delivering just over £113,000 of CWB with over £11,000 delivered to date - The new Thrive Management and Monitoring system was implemented in early 2025, and this is more user friendly for officers and contractors. Monthly THRIVE training is available for contractors, and this is also offered to Council contract managers. - Ardal Community Well-being Benefits Guidance and standard tender documentation has been developed. - Tailored support provided to contractors to assist them to delivery their TOMs commitments and develop case studies.	- Increasing the number of tenders that ask for community well-being benefits / social value commitments. - Increasing the volume and value of community well-being benefits / social value committed to and delivered through Council contracts. - Tracking the type, and range of communities and/or interest groups benefitting from community benefits and/or social value delivered through our contracts. This will be the responsibility of contract managers.	
What we want to achieve: Securing value for money and managing demand		
- The Procurement Team use the Ardal Councils Contract Forward Plans to look for opportunities to create better economies of scale given the potential aggregate spend. - Buying Responsibly Guidance launched on Ardal website in June 2024 and updated in February 2025 to reflect new Procurement Act. Training on the Council's four Procurement Routes is available on the Council website via two 5-minute Contract Procedure Rules videos. - A new and revised Contract Forward Plan has been developed to mirror the requirements of the Procurement Act and the requirement to publish a Pipeline Notice of all current and future public contract opportunities over £2M. The Pipeline will be published once UK/Welsh Government online Pipeline Tool is functional. - Compliance with the Council's Contract Procedure Rules is reviewed as part of the scope of each Internal Audit review which covers both corporate areas and Schools. These reviews seek a balanced, independent view of the internal controls, how Officers are seeking to achieve value for money and the level of compliance which is in place. Any issues highlighted are reported through management, the Senior Leadership Team and the Governance & Audit Committee as appropriate. The Internal Audit team are pro-active in offering advice and will continue to	- Reporting on our contract register and spend under management. - Managing our Contract Forward Plan and publishing it on quarterly basis	

consult with both the Strategic Procurement Lead (once appointed) and Ardal to improve the Councils level of compliance.		■

What we want to achieve: Ensuring legal compliance and robust and transparent governance

• The Procurement Team have worked with Legal & Internal Audit to develop updated Contract Procedure Rules that reflect the new legislative requirements of the Procurement Act. The Procurement Team have also worked with all Ardal Councils to standardise the core elements of the CPRs across all Ardal Councils. • Digital governance forms including Pre-Tender and Contract Award Reports have been developed and rolled out across all Ardal Councils for all tenders in excess of £75,000 to promote transparency. This ensures that all tenders are challenged and that consideration for Community Well-being Benefits (CWB)/Social Value, safeguarding, fair work, carbon reduction and localism are where appropriate delivered as part of the award of contract. • Digital Quotation Record Form used for below £75,000 quotations. • Knowledge Drop Procurement Act Training sessions were held in the summer of 2024 and were attended by 64 Monmouthshire Council staff and over 350 Ardal Council staff. • Contract Procedure Rules training has been developed and rolled out across all Ardal Councils – this is in the form of two 5-minute videos and available through the Council website. • Contract Register developed ready for publication in 2025/26. • Quarterly Procurement Spend Reports continue to be published on PowerBI and have been made available to around 10 MCC officers to date but can be rolled out further.	• Publishing an annual Procurement Report from 2026.	■

What we want to achieve: Promoting innovative and best practice solutions

• The development of more definitive Contract Forward Plans allows greater dedicated time for procurement professionals to consult with operational technical leads to discuss options and undertake soft market testing if there is an opportunity for innovation. • Ardal won Welsh Procurement Team of the Year at the GO Awards and the overall Excellence Award. • The Procurement Team continues to have a strong working relationship with all the local universities, regularly engaging in discussion on key procurement issues and exploring how the Council can continue to be at the forefront of public sector procurement. •	• Reporting and developing case studies to highlight best practice. • Identifying and reporting on procurement contributions to new ways of delivering improved services and products	■

Areas for development	Who and When
• Developing and implementing a suite of carbon reduction metrics including piloting of CO2 reporting tools. • Developing a support programme from WRAP Cymru 2025/26 to support capability and capacity building • Strengthening strategic links with Monmouthshire's Economy, Employment and Skills team and Ardal to develop a programme of awareness raising activities for local businesses. • Ensure that Socially Responsible Procurement Policy is finalised and adopted.	Ardal/MCC – 2025/26 Ardal/WRAP – 2025/26 Ardal/MCC Employment and Skills team – on going. Ardal/MCC on going. Ardal/MCC Safeguarding – on going.

• Explore the adoption of Ardal's Safeguarding Policy for Contractors within MCC and supporting Guidance for officers.	Ardal/MCC Safeguarding – on going
• Review Modern Slavery Statement and publish updated statement annually in April.	Ardal/MCC Safeguarding – 2025/26
• Assess potential to adopt Cardiff's Procurement Safeguarding Assessment Guide to support both Directorates and the Procurement Team to ensure that Safeguarding is included within tenders and contracts are managed in a consistent way that is proportionate to the risk. This can be amended and be available to roll out in MCC and the wider Ardal partners.	Ardal on going.
• Contract Forward Plan to be used to identify contracts where CWB (Community Wellbeing Benefits) can be delivered.	Ardal / MCC – 2025/26.
• Review of Contract Management to be undertaken across all Ardal Councils in 2025/26	Ardal/ MCC Employment and Skills team – on going.
• Monmouthshire's Adult Employment and Skills Team are working closely with Ardal's CWB team following the award of tenders to ensure the appropriateness and delivery of the associated community benefits and to avoid duplication and double counting.	
• Once appointed the Strategic Procurement Lead will establish a Procurement Network, which will include the Adult Employment and Skills Lead who will provide support and advice to colleagues, in terms of including and monitoring community benefits in procurement contracts. A Thinqui training module will also be developed.	MCC Strategic Procurement Lead – on going. MCC Strategic Procurement Lead/ MCC Employment and Skills team 2025
• Undertake a half year review of Community Well-being Benefits programme and reporting through Thrive and	Ardal – 2025
• Look to include more MCC specific case studies in the Ardal Community Well-being Newsletter	Ardal/MCC Employment and Skills Team – 2025
• Category Management Teams to use Contract Forward Plan to initiate discussions with Directorates to identify efficiencies and opportunities to innovate.	Ardal – 2025
• Develop a draft template for the Ardal Annual Procurement Report for use in 2026.	Ardal – on going.
• Produce Procurement Performance Reports for SLT every six months timing to align across Ardal partners.	Ardal/MCC – on going.
• Report to MCC Performance and Overview Committee on an annual basis.	Ardal – 2025/26
• Consideration of the benefits of pre-procurement Member Scrutiny, whether explicitly required by the constitution or not.	Ardal/MCC – on going.
• Ensure Ardal Procurement Team are members of working groups developing new Welsh Government Policy and/or Guidance.	Ardal/MCC – on going.

Measures	Previous	Current	Target	Comments
No. of Contracts awarded with Carbon Reduction Plans	New	-	2025/26 target to be set in collaborati	To be collected from 2025/26

			on with Ardal partners	
Percentage of spend with local business	New	17%	As above	
Percentage of spend in Southeast Wales	New	62%	As above	
Percentage of spend in Wales	New	67%	As above	
Percentage of spend with SME	New	44%	As above	
Percentage of spend with Third Sector	New	6%	As above	
The number of accredited real Living Wage employers	New	-	As above	To be collected from 2025/26
Number of workers employed by an accredited real Living Wage employer	New	-	As above	To be collected from 2025/26
The number of workers employed by an accredited real Living Wage employer receiving a pay rise onto at least the real Living Wage	New	-	As above	To be collected from 2025/26
Additional money going into the local economy as a result of uplifts to the real Living Wage	New	-	As above	To be collected from 2025/26
Community Wellbeing Benefits Committed and Delivered (during FY and total) (£)	New	£113,468 (Committed)	As above	
Employment / Jobs (number and days worked)	New	-	As above	To be collected from 2025/26
Apprenticeship (number and weeks worked)	New	-	As above	To be collected from 2025/26
Work Placement (number and weeks worked)	New	-	As above	To be collected from 2025/26
Number and value of Pre Tender Reports processed during the year	New	-	As above	To be collected from 2025/26
Number and value of Contracts Awarded during the year	New	-	As above	To be collected from 2025/26
Number / percentage of exceptions based on spend (compliance)	New	-	As above	To be collected from 2025/26

Medium Term Financial Strategy - Level 4 - Good

How well are we achieving our agreed outcomes?	How do we know?	RAG
What we want to achieve: Develop and deliver a programme of change		
The Council's programme of change is currently embedded within the work cycle of the Senior Leadership Team (SLT) and is being developed in parallel with the forthcoming update to the Medium Term Financial Plan (MTFP). Initial programme mapping and the design of target operating models have been tested, with ongoing work focused on refining the structure and detail that will underpin these models. The outcomes of this programme will directly inform the 2026/27 budget-setting process and will be incorporated into future iterations of the MTFP through periodic updates.	Balanced medium term financial plan Delivery of the Community and Corporate Plan within financially sustainable budget Financial strength indicators	
What we want to achieve: Deliver an improved budget holder training offer across the organisation		
A structured financial training programme for staff is currently under development and will be delivered via the Thinqi platform. While progress is ongoing, the prioritisation of budget monitoring and year-end accounts closure by senior finance staff has resulted in a slight delay from the original schedule.	Rollout of training across staff via platform	
What we want to achieve: Continuous review and self-assessment of systems to ensure compliance with policy and regulation		
This objective is multi-faceted and includes: • self-assessment against best practice • the potential for an independent financial resilience review • the maintenance of financial risk registers, • balance sheet strength review • maintaining up to date financial regulations and standing orders. The majority of these were more medium-term objectives and will be considered in due course. The financial risk registers are regularly maintained and monitored and feed into the various updates provided to committee on a periodic basis	Report documents Internal risk registers Internal policy documents	
What we want to achieve: A sound understanding of financial risks, future pressures and cost drivers		

This includes: • Enhancing the approach to modelling future growth, demand, demographic and inflationary pressures in the MTFP. • Dataset of cost drivers to be established and monitored • Revenue reserves (including school balances) and useable capital receipt review to be undertaken in line with the revised reserves policy Significant work has been undertaken to improve the sophistication and reliability of the data that informs the annual budget cycle and periodic updates to the Council's MTFP. The initial focus has been on the most volatile, demand-led, and high-risk budget areas. This has enabled the identification and monitoring of key cost drivers, which now serve as an evidence base for future financial planning. This approach has also supported targeted investment in preventative measures and interventions aimed at mitigating rising demand and cost pressures over the medium term. Ongoing collaboration at both regional and all-Wales levels is contributing to the enhancement of data quality feeding into national statistical frameworks. These efforts aim to improve the accuracy of funding assessments for local government and highlight disparities in need across local authorities due to varying local factors.	Less volatility within annual budget cycles Medium term financial planning that matches resources with desired outcomes of the Community and Corporate Plan
Areas for development	**Who and When**
Programme of Change • Detailed Implementation Planning: Further refinement of the target operating models into actionable delivery plans with clear milestones and ownership. • Change Management Capacity: Strengthen internal capacity to manage and sustain change, including communications, stakeholder engagement, and benefits tracking. Integration with Service Planning: Ensure alignment between the programme of change and individual service plans to embed transformation across the organisation.	Cabinet/SLT – to feed into 2026/27 budget cycle
Budget Holder Training • Timely Rollout: Accelerate the finalisation and deployment of the training programme to avoid further delays. • Training Evaluation Framework: Develop mechanisms to assess the effectiveness and impact of training on financial management practices. • Ongoing Learning Pathways: Establish continuous learning opportunities and refresher modules to maintain and build financial capability over time.	Head of finance – Autumn 2025

Systems Review and Compliance
  • Formalise Self-Assessment Framework: Introduce a structured self-assessment tool aligned with best practice standards.
  • Independent Review Planning: Scope and schedule an independent financial resilience review to provide external assurance.
Policy and Regulation Updates: Prioritise the review and update of financial regulations and standing orders to ensure they remain current and fit for purpose.
	S151 Officer / Head of Finance – March 2026

Financial Risk and Cost Driver Analysis
  • Broader Cost Driver Coverage: Expand the dataset to include less volatile but strategically important areas to build a more comprehensive financial risk profile.
  • Scenario Planning: Enhance modelling capabilities to include multi-scenario forecasting for better preparedness.
Data Governance and Quality: Strengthen data governance arrangements to ensure consistency, accuracy, and timeliness of financial data inputs.
	Head of finance – Ongoing as part of MTFP updates and budgetary cycle

Milestones	Progress	Target	Comments
Set a legal and balanced budget within the statutory deadline every year		Before 11th March	Completed
Draft MCC annual accounts presented to Audit Wales by statutory deadline		30th June	On target
Audited annual accounts approved and signed by statutory deadline		30th November	On target
Medium-term financial plan update provided on a six-monthly basis		Six-monthly	On target

Measures	Current	Target	Comments
Revenue budget outturn, subject to any agreed budget recovery plan	£497k under spend	Balanced	
Use of one-off revenues reserves to meet recurrent costs	Nil	Nil	
Council Fund balance at or above 5% of net revenue expenditure budget	>5%	>5%	
Minimum useable capital receipts reserve balance	£6.1m	£2m	
% of capital financing costs to net revenue budget	6.3%	<7%	

Net asset ratio (current assets: current liabilities)	0.62	>1	Reflective of internal borrowing approach where treasury investments are kept at minimal level
Cumulative school balances	£4.1m deficit	>nil	Budget recovery plans in place with schools registering deficits, but recovery expected to be over a longer period of time
Number of schools in deficit	15	Nil	As above
Delivery of planned revenue budget savings	81.6%	>90%	
% net return on commercial property investments	0.04%	2%	Bad debt provisions have significantly impacted 2024/25 performance (1.06% without these)
In-year council tax collection rate	TBC	97%	
Long term council tax collection rate	TBC	99%	
Percentage of sundry debt over 30 days	TBC	<=35%	
Average number of days sundry debt is outstanding	TBC	<=30days	

Appendix 2

Performance Management Framework

Our performance management framework makes sure that everyone is pulling in the same direction to deliver real and tangible outcomes.

Building a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life is the unifying purpose of the diverse range of services for which we are responsible. We are a partner in the Public Service Board, which is responsible for setting well-being objectives for the county. The council's own well-being objectives are set by Council and form the backbone of our Community and Corporate Plan. Each of our teams has a service business plan that aligns to these objectives. We have a range of performance measures that we use to keep track of our progress. Our risk management policy enables us to manage strategic risks to our delivery. Our employee aims and objectives show the contributions that individual colleagues make to these objectives and delivering our vision in accordance with our values.